



**SUSTAINABLE TOURISM DEVELOPMENT: A STAKEHOLDERS'
ANALYSIS WITH SPECIAL REFERENCE TO TOUR
OPERATORS IN INDIA**

THESIS

SUBMITTED FOR THE AWARD OF THE DEGREE OF

Doctor of Philosophy

in

Business Administration

BY

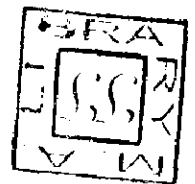
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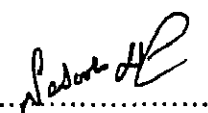
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Table of Contents

Chapter 1: Introduction to the Study	
1.1 Background.....	1
1.2 Context of the Research.....	3
1.3 Motivation for Research.....	5
1.4 Research Questions and Objectives.....	6
1.5 Scope of the Study.....	7
1.6 Overview of Methodology.....	8
1.7 Expected Benefits of the Study.....	9
1.8 Organization of Thesis.....	10
1.9 Chapter Summary.....	12
Chapter 2: Literature Review	
2.1 The Outline of the Literature Review.....	13
2.2 The Tourism Industry: An Introduction.....	13
2.3 Sustainable Tourism - A Conceptual Review	14
2.3.1 Sustainable Development: A precursor to Sustainable Tourism..	16
2.3.2 Dimensions of Sustainable Tourism.....	20
2.4 Stakeholder Analysis: An Introduction	26
2.5 Stakeholders in Sustainable Tourism Development.....	30
2.6 Tour Operators as Stakeholders.....	32
2.7 Sustainable Tourism Development in India: Key Researches.....	37
2.8 Research Gaps.....	44
2.9 Chapter Summary.....	45
Chapter 3: Research Design	
3.1 Overview of the Study.....	46
3.2 Research Variables	46
3.2.1 Macro Variables.....	49
3.2.2 Micro Variables.....	51
3.3 Conceptual Framework of Research.....	55
3.4 Research Hypotheses.....	56
3.4.1Hypotheses of Association for Macro Variables.....	57
3.4.2 Hypotheses of Association for Micro Variables.....	58
3.5 Research Methodology.....	64
3.5.1 Conceptual Review and Hypotheses Formulation.....	65
3.5.2 Research Methodology for Stakeholder Analysis and the Expert Survey.....	66
3.5.3 Research Methodology for TISM.....	68
3.5.4 Research Methodology for the Empirical Survey.....	68
3.6 Research Roadmap and Justification for the Methodology Used.....	71
3.7 Chapter Summary	73
Chapter 4: Sustainable Tourism in India: A Stakeholders Approach	
4.1 Introduction to the Chapter.....	74
4.2 Sustainable Tourism in India.....	74

4.2.1	Status of Sustainable Tourism in India.....	75
4.2.2	Status of Economic Aspects of Sustainable Tourism in India...	76
4.2.3	Status of Environmental Aspects of Sustainable Tourism in India.	87
4.2.4	Status of Socio-Cultural Aspects of Sustainable Tourism in India	90
4.3	Sustainable Tourism in India: A Stakeholder Analysis.....	93
4.3.1	Stakeholders of Sustainable Tourism in India.....	94
4.3.2	Role of Key Stakeholders in Sustainable Tourism Development (STD) in India.....	97
4.3.2.1	Role of Government in Promoting STD in India.....	97
4.3.2.2	Role of Tourists in Promoting STD in India.....	104
4.3.2.3	Role of NGOs in Promoting STD in India.....	107
4.3.2.4	Role of Local Community in Promoting STD in India.....	108
4.3.2.5	Role of Tour Operators in Promoting STD in India.....	110
4.4	Modeling Factors of Sustainable Tourism Development in India.....	113
4.4.1	Introduction to TISM (Total Interpretive Structural Modeling).....	113
4.4.2	Methodology Adopted for Modeling (TISM).....	114
4.4.3	TISM for Sustainable Tourism Development in India.....	118
4.5	Chapter Summary.....	124
Chapter 5: Results and Analysis of Empirical Survey of Tour Operators		
5.1	Overview of the Opinion Survey.....	125
5.2	Questionnaire Design, Pre-Testing and Finalization.....	126
5.3	Sample Design.....	128
5.4	Validity and Reliability of the Questionnaire.....	130
5.4.1	Validity.....	130
5.4.2	Reliability.....	132
5.5	Validity and Reliability Analysis of Data Collected.....	132
5.5.1	Results of Construct Validity – Factor Analysis.....	132
5.5.2	Results of Reliability Testing.....	134
5.6	Results of Univariate Analysis.....	135
5.6.1	Univariate Analysis for Macro Variables.....	135
5.6.2	Univariate Analysis for Micro Variables.....	136
5.7	Results of Correlation Analysis.....	137
5.8	Results of Hypotheses Testing for Macro Variables.....	138
5.8.1	Results of Hypotheses Testing for Macro Variables.....	138
5.8.2	Sustainable Tourism Development as Dependent Variable.....	140
5.8.3	Discussion on Hypotheses Testing of Macro Variables.....	141
5.9	Results of Hypotheses Testing for Micro Variables.....	142
5.9.1	Results of Hypotheses Testing for Micro Variables of Economic Factors.....	143
5.9.2	Results of Hypotheses Testing for Micro Variables of Environmental Factors.....	147
5.9.3	Results of Hypotheses Testing for Micro Variables of Socio- Cultural Factors.....	152
5.9.4	Discussion on Hypotheses Testing of Micro Variables.....	155
5.10	Chapter Summary.....	163

Chapter 6: Conclusions, Recommendations and Future Research Direction

6.1	Introduction to the Chapter.....	164
6.2.	Summary of Major Findings of the Study.....	164
6.2.1	Findings from Literature Review: Identification of Key Research Variables.....	165
6.2.2	Findings about the Status of Sustainable Tourism in India.....	165
6.2.2.1	Economic Aspects of Sustainable Tourism in India....	166
6.2.2.2	Environmental Aspects of Sustainable Tourism in India..	168
6.2.2.3	Socio-Cultural Aspects of Sustainable Tourism in India..	169
6.2.3	Findings about the Role of Stakeholders in Sustainable Tourism in India.....	170
6.2.3.1	Role of Government in Promoting Sustainable Tourism in India.	171
6.2.3.2	Role of Tourists in promoting Sustainable Tourism in India	173
6.2.3.3	Role of Non-governmental Organizations (NGO's) in Sustainable Tourism in India.....	174
6.2.3.4	Role of Local Community in Promoting Sustainable Tourism in India.....	175
6.2.3.5	Role of Tour Operators in promoting Sustainable Tourism in India.....	175
6.2.4	Findings of TISM Analysis of Factors Affecting Sustainable Tourism in India.....	176
6.2.5	Findings from the Empirical Survey.....	178
6.2.5.1	Major Findings of the Survey.....	178
6.3	Synthesis of Findings and Key Conclusions.....	180
6.4	Major Recommendations.....	183
6.5	Implications for Key Stakeholders.....	187
6.5.1	Key Research Contributions.....	187
6.5.2	Implications for the Tour Operators/ Service Providers.....	187
6.5.3	Implications for the NGOs.....	188
6.5.4	Implications for the Local Community.....	189
6.5.5	Implications for the Tourists.....	189
6.6	Key Research Contributions.....	190
6.7	Limitations of the Study.....	190
6.8	Directions for Future Research.....	191
6.9	Chapter Summary.....	191

References

Appendix

Appendix I: Excerpts from World Competitiveness Report 2013

Appendix II: Appendix Related to TISM

Appendix III: Questionnaire Appraisal Form

Appendix IV: Questionnaire

Appendix V: SPSS Output for Factor Analysis

Appendix VI: SPSS Output for Hypothesis Testing

List of Publications Related to Research

Chapter 1

INTRODUCTION

"The world is a book. He who stays at home reads only one page."

Augustine

1.1 BACKGROUND

This is indeed the 'Age of Travel' (Taleb Rifai, Secretary-General, UNWTO, 2014) and 'Tourism' is the fastest developing industry in the world in terms of employment generation and addition to national income. Supporting over 266 million jobs and generating 9.5% of global GDP, the travel and tourism sector is also the third largest generator of foreign exchange earnings in the world (World Travel and Tourism Council-WTTC Report, 2014). After having reached a historic milestone of one billion people traveling the world annually in 2012, tourism has maintained its momentum of growth and is expected to reach 1.5 billion by 2020 (UNWTO-United Nations World Trade Organization Report, 2014). Increase in footfalls of tourists and the explosive growth of the industry over the past decade, has produced significant impacts on natural resources, consumption patterns, pollution and social systems. This has reiterated the need for a more responsible planning and management of the industry in order to minimize its negative impacts and maximize its potential for a sustained development. Sustainable development of tourism, thus, is fast becoming an indispensable aspect of tourism strategy worldwide.

The genesis of 'Sustainable Tourism' is based on the concept of 'Sustainable development' which according to World Commission on Environment and Development (1987) is '*a process to meet the needs of the present without compromising the ability of future generations to meet their own needs.*' Sustainable development is, therefore, about creating a better life for all people based on principles of equity in the way those resources are used and in the way in which the benefits obtained from them are distributed. The concept has evolved from a mere definition (1987) to a plan of action (UN Conference on Environment and Development,

Rio, 1992), and then to a roadmap for implementation (World Summit on Sustainable Development, Johannesburg, 2002; Frantzius, 2004). The three 'pillars' of sustainable development, commonly known as the three bottom line, are namely Economic, Social and Environmental are now accepted worldwide and is hailed as an important aspect of the Millennium Development Goals (MDGs) set forth by the United Nations.

Given the growth potential and also due to direct relationship between consumers (visitors), the industry, the environment and local communities, the tourism sector is in a unique position wherein it can do both, obstruct or facilitate sustainable development. On one hand, it exerts pressure on environment, local communities and competes for scarce natural resources contributing significantly to local and global pollution. On the other hand, it provides opportunity for growth and employment creation adding economic value to natural and cultural resources. Hence, it is imperative for all stakeholders of this sector to join hands to harness the potential of this sector to promote sustainable development, for if left uncontrolled/ignored it can not only damage societies and the environment, it could also contain the seeds of its own destruction. Thus, Sustainable tourism development attempts to make a low impact on the environment and local culture, while helping to generate income, employment, and the conservation of local ecosystems. It is responsible tourism that is both ecologically and culturally sensitive.

While the developed nations have aligned their tourism industry considerably towards sustainable development, the developing and the third world countries, have yet to make serious initiatives. Though the international bodies like UNWTO (United Nations World Trade Organization) and WTTC (World Travel and Tourism Council) have been instrumental in increasing awareness and facilitating the promotion of sustainable tourism worldwide, a lot more needs to be done. In India too, though the task of integration of sustainable development with tourism has begun, it is still in the nascent stage requiring a holistic approach with contribution from all the stakeholders of the industry.

The proposed study, thus, is an attempt to explore the status of sustainable tourism development in Indian context. While emphasis has been on all stakeholders contributions in promoting sustainable tourism, focus has been on the role of Tour Operators- the main service

providers in the tourism supply chain. To further delve deeper into the theoretical domain of sustainable tourism development, a mix of both quantitative and qualitative methods has been used. Besides the expert interviews conducted for qualitative analysis of factors of sustainable tourism in India, an empirical survey has been undertaken to study the perception of Tour Operators towards various dimensions of sustainable tourism in India. Finally, a model for the development of sustainable tourism is proposed from service provider's (tour operators) perspective based on the findings of the research.

1.2 CONTEXT OF THE RESEARCH

Tourism is a multi-sectoral activity requiring active convergence of resources and hence has the potential to impact its surroundings both positively as well as negatively. Thus, the integration of the concept of sustainability with this sector is but imperative. While many dominant tourism organizations have recognized the importance to incorporate sustainability in their product offerings (Hardy *et al.*, 2002; Brambell and Lane, 1993), the concept of sustainable tourism has been widely explored by various scholars (Din, 1996; Hardy *et al.*, 2002; Butler, 1993), over the last two decades.

The United Nations World Tourism Organization (UNWTO) made an initiative in 1988 by defining the term 'sustainable tourism' as 'leading to management of all resources in such a way that economic, social and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity and life support systems' (World Tourism Organization Report, 1997). Since then various scholars and organizations have attempted to provide a definition for sustainable tourism (Dhiman and Dubey, 2011; Hardy *et al.*, 2002; Hunter, 1997). The 'Earth Summit' in Rio (1992), however, provided an implementation roadmap establishing the triple principles of environmental, economic, and social sustainability, which have been adopted by the tourism industry worldwide.

Sustainable tourism, thus, is commonly referred to as the "tourism which meets the needs of present tourists and host regions while protecting and enhancing opportunity for the future" (World Tourism Organization, 1993:7). In other words, sustainable tourism is the tourism which

can sustain local economies without damaging the environment (both natural and social) on which it depends (Countryside Commission 1995: 2). It is an ethos that underpins all tourism activities, and is integral to all aspects of tourism development and management rather than being an add-on component. The objective of sustainable tourism is to retain the economic and social advantages of tourism development while reducing or mitigating any undesirable impacts on the natural, historic, cultural or social environment. This is achieved by balancing the needs of tourists with those of the destination.

After the concept of Sustainable Tourism was defined, it is revised from time to time. In addition, the demand for measuring the impacts and changes of tourism received more emphasis in the last decade. As one of the founding partners and a permanent member of the Global Sustainable Tourism Council (GSTC), UNWTO continued to promote the dissemination of the Global Sustainable Tourism Criterion 2011. The Criteria are an effort to come to a common understanding of sustainable tourism and represent the minimum that any tourism business should aspire to reach. The Criteria are organized around four main themes as: effective sustainability planning, benefits to local community, enhancing cultural heritage, and reducing negative impacts to the environment.

Though 'Sustainable Tourism' today, is an oft quoted concept, it is usually present in strategies and plans, rather than being widely implemented, especially in the context of developing countries. And India is no exception. Though the essential document of Indian's tourism planning, the National Tourism Development Strategy, does acknowledge that "the sustainable utilization of the natural and cultural attractions is highly important for tourism, and that in the utilization of resources the irreversible negative processes must be prevented" (National Tourism Development Strategy, 2005 p.20), there is still a long way to go.

Sustainable Tourism in India dates back to 1998, when the Ministry of Tourism, recognizing its role in promoting sustainable tourism extensively deliberated with the industry and other stakeholders and formulated the wide-ranging "Ecotourism in India – Policy and Guidelines". Later, the tourism sector's capability as a sustainable and inclusive development driver, was renewed with the 10th Five Year Plan, the National Tourism Policy, the global Incredible India campaign and the Millennium Development Goals. The 12th Five Year Plan

gave further fillip and importance to promote sustainable tourism in the country by launching major social awareness campaign under the 'AtithiDevoBhavah' initiative. Keeping pace with the global developments like promotion of the "Global Sustainable Tourism Council" and their "Global Sustainable Tourism Criteria" (GSTC) for adoption by hotels and tour operators worldwide, Ministry of Tourism (Government of India) constituted a Committee in 2010 for defining Sustainable Tourism Criteria for India (STCI) and indicators. Recently, the Union Minister for Tourism launched these Comprehensive Sustainable Tourism Criteria for India (STCI) and committed to develop tourism in India based on the principles of sustainability, minimizing the carbon footprints (MOT, GOI Press Release, August 2014). Government has further urged all the stakeholders to ensure that strategies for development of tourism are not in conflict with the environment, and that the tourism industry should not over-exploit natural and other resources for short-term gains.

Despite these developments, sustainable tourism development in India has a long way to go. Developing a comprehensive system for evaluating the tourism industry from sustainability perspective is just the beginning of the journey. The stupendous task of sensitizing the stakeholders of the concept and principles of sustainable tourism and actually partnering with them to make tourism achieve its triple bottom-line is a long drawn aspiration. Given the resource constraint on one hand and growing pressure of the tourism sector on the other, it is imperative to explore the ways and means to enhance and facilitate the march towards sustainable tourism development in India. Further, problems or the issue of 'managing tour operators' – a key stakeholder in the tourism supply chain looms large and hence need to be further delved deeply.

1.3 MOTIVATION FOR RESEARCH

India, despite being recognized as a key destination of global tourism, has not registered adequate progress in promoting sustainable tourism. Leave aside the environmental and socio-cultural dimensions; India lies far behind in the overall economic performance of its tourism sector. The global ranking stood low (42nd and 11th in Asia Pacific region) in 2014 with mere 7 million foreign tourist's arrivals posting 4% growth (UNWTO, 2014). The share of India in

International Tourist Arrivals (ITAs) is very low (0.64%, rank 42nd), and compares poorly with that of China (5.38%) (Bureau of Immigration, Ministry of Tourism, 2014). Also, India's share in International Tourism Receipts (ITR) is very low (1.65% in 2013). Further, with regards to the global competitiveness, India's Travel and Tourism sector is ranked 65th in a list of 140 countries assessed, and compares poorly with other Asian countries like Singapore (10th), Malaysia (34th), Thailand (43rd) and China (45th) (WEF, 2014).

Against the backdrop of such a situation, it becomes imperative to explore and develop a strategic framework that promotes and facilitates sustainable tourism in the country. Therefore, two major outcomes are expected from the present study:

- Validation of the theoretical framework for Sustainable Tourism Development in India, and
- Proposing a strategic framework for promoting sustainable tourism from its key stakeholder's perspective- the Tour Operators in India.

1.4 RESEARCH QUESTIONS AND OBJECTIVES

With the stated background as given above, following research questions have been explored in the present Study:

- ⇒ What is 'Sustainable Tourism' and what are the dimensions and variables affecting it, in general, and in the context of India?
- ⇒ Who are the stakeholders in the development of sustainable tourism in India and what role do they play promoting sustainable tourism?
- ⇒ What are the factors/predictors of sustainable tourism in India and how are they related?
- ⇒ What is the perception of Tour Operators in India towards various dimensions of sustainable tourism?
- ⇒ Is there any empirically validated model that can predict sustainable tourism development in India?

Keeping the research questions in mind, the objectives of the study have been defined as follows:

- ⇒ To study the concept of sustainable tourism and identify its dimensions and variables, both in general, and in the context of India.
- ⇒ To study the status of sustainable tourism in India.
- ⇒ To delineate the role of the stakeholders in the development of sustainable tourism in India.
- ⇒ To study the inter-relationship of the variables of sustainable tourism in India.
- ⇒ To study the perception of Tour Operators in India towards various dimensions of sustainable tourism and to suggest an empirically validated framework for promoting sustainable tourism.

1.5 SCOPE OF THE STUDY

Sustainable tourism is not a discrete or special form of tourism. Rather, all forms of tourism need to be more sustainable and the onus lies on all those involved in tourism. Given the fact that tourism is a multi-sectoral activity, with a multiplicity of stakeholders, ranging from the policy makers to service providers and to the beneficiaries like the tourists and the local communities, it is extremely important to define the scope of the study.

A descriptive analysis of the status of sustainable tourism in India and the role of key stakeholders in promoting it is presented based on secondary data. A qualitative analysis of the inter-relationship among the variables of sustainable tourism in India is undertaken using the Total Interpretive Structural Modeling (TISM) tool drawing inputs from domain experts. Finally, an empirical survey is undertaken to validate the proposed research model and the response is confined to the Tour Operators-the key service provider in the tourism supply chain. Tour Operators are the dominant players driving the tourism sector. The Ministry of Tourism in India has further grouped the Travel and Tour segment into different categories, as Travel Agent, Inbound Tour Operators, Domestic Tour Operators, Tourists Transport Operators and Adventure Tour Operators. The Ministry has introduced a voluntary scheme of approving these agencies in order to encourage quality, standard and service in these categories so as to promote responsible tourism in India.

The study focuses on the Inbound Tour Operators (ITO) and the Domestic Tour Operators (DTO). While an ITO is the one who makes arrangements for transport, accommodation, sightseeing, entertainment and other tourism related services for foreign tourists, the DTOs provide the same set of services but to the domestic tourists. These two categories have been selected due to their large number and more pervasive role in promoting sustainable tourism. The method of data collection for the empirical survey has been questionnaire based and the sample is drawn from the list of registered Tour Operators located in the National Capital Region.

1.6 OVERVIEW OF METHODOLOGY

The basic approach of the study is to develop the conceptual research model at the outset on the basis of literature review, and then validate and interpret them with the help of empirical studies. Both qualitative and quantitative methodology has been used for the study, which is divided into three phases, the outline of which is discussed below and is depicted in the Figure 1.1.

Phase I-Conceptual Review and Hypotheses Formulation

An extensive literature review led to the identification of dimensions/variables affecting Sustainable Tourism Development, both in general and in the context of India, which led to the crystallization of the research variables for the study. Further, the relationships between the research variables were hypothesized based on insights from the literature, and were used to propose the conceptual research model. As a result the research hypotheses predominantly explore the possible relationship of the three independent macro research constructs namely- Economic, Environmental and Socio-Cultural Factors- with the Extent of Sustainable Tourism Development in India (Dependent Variable).

Phase-II Stakeholders Analysis and TISM Analysis based on Expert Interview

In the second phase of the study, a descriptive analysis of the status of Sustainable Tourism based on secondary data is presented and the role of the key stakeholders namely- the government, tourists, NGOs, local communities, and tour operators is undertaken. For this various policy documents, industry reports and other published secondary sources have been referred to.

Further, a qualitative analysis of the opinion of the domain experts regarding the inter-relationship among variables affecting sustainable tourism in India is presented. For this, structured interview of ten experts from tourism industry, academia and associations, using a template, were conducted and analyzed. A qualitative tool called Total Interpretive Structural Modeling (TISM) has been used to structurally model the variables affecting the development of sustainable tourism in India.

Phase-III-Empirical Study for Hypotheses Testing

The testing of hypotheses was carried out through questionnaire based survey eliciting response from various Inbound and Domestic Tour Operators. The conceptual research model proposed for the study was validated and interpreted with reference to Tour Operators.

Finally, the results from the descriptive study, expert interview and the empirical study are synthesized, based on which suggestions for a more sustainable management of the tourism sector have been outlined.

1.7 EXPECTED BENEFITS OF THE STUDY

The outcome of the study is expected to provide valuable insights for all the stakeholders of sustainable tourism in India, especially the policy makers and service providers. The findings of the study provide significant inputs to the Ministry of Tourism, Government of India, to formulate policies for sustainable development of the tourism sector. The results of the study also have valuable implications for Tour Operators, the key stakeholder focused in this research, for developing sustainable strategies for integrating sustainable practices in their operations. Further, the empirically validated model of sustainable tourism development is also a value addition in the academic domain. Lastly, use of innovative methodological tools like TISM will also benefit researchers in their future research endeavors.

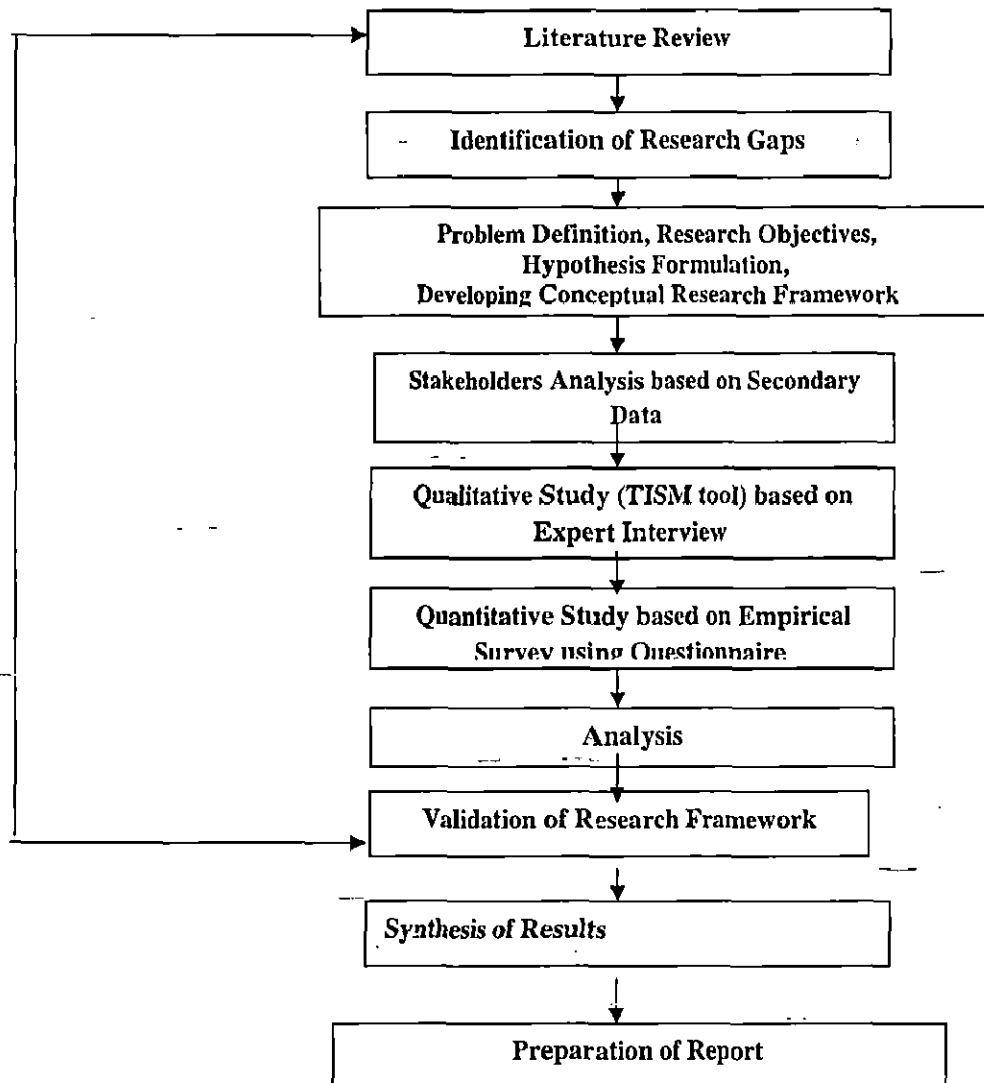


Figure 1.1: Sequence of Research

1.8 ORGANIZATION OF THESIS

The thesis has been organized into six chapters which are briefly introduced as follows:

Chapter one is an introduction to the research work presented in this thesis. It not only includes the background and motivation for the study but also presents the research questions, scope and outline of the methodology adopted for the study. Finally, the organization of the thesis is outlined in brief.

Chapter two presents an extensive review of literature exploring the theoretical constructs of the research. At the beginning, a revisit to the available literature on sustainable development, Sustainable Tourism, and stakeholders' analysis has been undertaken, in general. Further in the subsequent sections, the published literature on Sustainable Tourism in India and a review on Tour Operators are presented.

Chapter three presents the overview of research design delineating the variables. The key research macro and micro variables selected for the study includes: sustainable tourism development as a dependent variable and economic, environmental and socio-cultural factors as macro independent variables. The micro variables of the study include- benefits to local community, employment opportunity, sustainable infrastructure, conserving resources, reduction in pollution, preserving cultural heritage, community participation and development, sustainable management practices and extent of sustainable tourism development. The main focus is to assess the role of stakeholders especially the tour operators, and suggest an empirically validated model for the development of sustainable tourism in India. The study under consideration is, thus, expected to contribute to the discourse of sustainability in the tourism sector in India.

Chapter four presents the qualitative part of the study based on secondary data and expert inputs and is divided into three broad parts. At the outset, a descriptive analysis of sustainable tourism in India is provided, followed by a discussion on the role of stakeholders in the development of sustainable tourism in India, based on secondary data. Finally, in the last section, a structural model depicting the inter-relationship among the variables of sustainable tourism development in India is presented, based on the personal interview with few domain experts, using a qualitative tool called Total Interpretive Structural Modeling (TISM).

Chapter five deals with the empirical survey of the key stakeholder of sustainable tourism that is, the Tour Operators (TO) in India. For the opinion survey, both inbound and domestic tour operators response has been taken. For this a set of questionnaire has been designed and administered to the key stakeholder category defined above. Some related aspects of the survey such as questionnaire development, its administration, validity, descriptive and related statistics have also been discussed in this chapter.

Chapter Six brings out major conclusions of the research work and their implications for the key stakeholders of the research domain. In this concluding chapter, findings of the research are presented, keeping in view our objectives of the research, based on which suitable recommendations have been put forward to promote sustainable tourism in India. Finally, the significant contributions and the limitations of this research are also listed leading to possible directions for future research.

1.9 CHAPTER SUMMARY

Indian government and other stakeholders are increasingly focusing on sustainability but with little success. The research problem under study explores the possible relationship between the predictors and extent of sustainable tourism development in India. The outcome of the research is envisaged to be an empirically validated model for better management of the Tour Operators in Indian context.

In this chapter, a complete overview of the research- both theoretical and methodological- has been presented highlighting the research questions, objectives and methodology (in brief). This chapter, thus, provides the roadmap of the research under consideration and organization of the thesis. The next chapter provides a detailed analysis of the literature review for the study.

Chapter 2

LITERATURE REVIEW

2.1 THE OUTLINE OF THE LITERATURE REVIEW

Given the title of research as “Sustainable Tourism Development in India: A Stake-holder Analysis with special reference to Tour Operators”, an extensive review of the literature covering the broad themes like tourism sector, sustainable development, sustainable tourism, sustainable tourism development, stakeholder theory, stakeholders in sustainable tourism, role of tour operators, both in general and in the context of India, is undertaken. Besides research articles in key journals, research and survey reports of major agencies in the domain like World Tourism Organization (UNWTO), Ministry of Tourism (MoT) India, Indian Association of Tour Operators (IATO), and Business Monitor of India (BMI) have been perused.

2.2 THE TOURISM INDUSTRY: AN INTRODUCTION

Today, tourism plays an increasingly important role in a country's general economy, and in some cases it is the main source of livelihood for the local residents, thus, contributing significantly to the local development. The tourism industry is one of the fastest growing industries in the world, drawing profits in billions of dollars. It creates new jobs, determines the country's economic growth and supports the infrastructure development (Grigoruta, 2009). Being a multi-sector industry, active convergence of resources and involvement of key stakeholders is necessary for achieving the optimum results.

The history of travel and tourism is as old as the human race itself (Nickerson and Kerr, 1998). In 20th century with the growth of science and technology, the concept of modern tourism was born due to the development of communication system along with varied places of interest like religious; spiritual, natural monuments, ancient cities, historical sites, place of pilgrimage and all the places of curiosity. The prime motive of tourism is pleasure and leisure but normally this is supplemental by business social, cultural, religious and educational motives. As such there are business tourism, cultural tourism, social tourism, ecotourism and medical tourism etc.

Today, because of the availability of quick and cheap transport facilities travel has become more convenient, and tourism has diversified in many fields (Agarwal, S.K. and Raina, A.K. 2004).

Tourism today presents an un-paralleled challenge to the economics of the developing world. The rewards to be gained are immense both financial and socio-economic. The importance of tourism to the economy exceeds that of other sectors in several countries to the extent that it appears as one of the essential elements in the trade balance. Tourism is frequently a rapidly expanding sector and its future trends and importance that are impossible to predicate. The economic implications, especially of international tourism are immense. A tourist, who spends money he has earned at home on tourism in another country, is in fact importing tourism and the country being visited exporting it.

Over the last six decades, tourism has expanded and diversified to become one of the largest and fastest growing sectors in the world registering uninterrupted growth – from 25 million in 1950 to 1087 million in 2013, crossing the 1 billion mark in 2012 (UNWTO, 2014). Being the most rapidly expanding industry, tourism contributed over 9% of the global GDP, creating one in eleven jobs and accounted for 6% to total global exports in 2013 (UNWTO, 2014). While Asia and the Pacific have registered the strongest growth (6%) and China has emerged as the number one tourism source market in the world, the market share of emerging economies increased from 30% in 1980 to 47% in 2013 (UNWTO, 2014). Further, international tourism receipts worldwide, too, have reached US\$ 1159 billion in 2013 as per the latest report of UNWTO published in 2014.

2.3 SUSTAINABLE TOURISM - A CONCEPTUAL REVIEW

The meaning of the term 'Sustainable Tourism' has been seen as a value-laden construct (Bramwell, Henry, Jackson and Van Der Straatech, 1996) and one that is open to interpretation (Butler, 1999). It is interpreted as cast multifariously, as a philosophy, as an ideology, a concept, a political catch phrase, a process or even as product (Wall, 1996). Butler (1999) argues that the key for sustainable tourism 'is not ensuring the continued introduction of small-scale, environmentally and culturally appropriate form of tourism, but as an activity to make existing mass tourism developments as sustainable as possible'. Lu and Nepal, (2009), too, document

sustainable tourism's evolution in this direction, highlighting the term's shift in relevance from small-scale to mass tourism. Farrell and Twining-Ward (2004) argue that sustainable tourism should be considered in the context of a whole system, rather than being conceived solely at the destination level as an approach; now being captured in measurement of tourists' total ecological impacts (Wackernagel and Rees, 1996). The World Commission on Economic Development (WCED, 1998) defines sustainable development as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" and it is framed by the domains of environmental integrity, social equity and economic prosperity (Bansal, 2005), commonly referred to as the triple bottom line. Some of the key definitions of sustainable tourism as discussed are summarized in Table 2.1 below.

Table 2.1: Definition of Sustainable Tourism

S. No.	Source	Definition
1	World Tourism Organization (1993:7)	"Tourism which meets the needs of present tourists and host regions while protecting and enhancing opportunity for the future".
2	Eber (1992:3)	"Sustainable tourism is tourism and associated infrastructures that: both now and in the future operate within natural capacities for the regeneration and future productivity of cultural resources; recognize the contribution that people and communities, customs and lifestyles, make to the tourism experience; accept that these people must have an equitable share in the economic benefits of local people and communities in the host areas".
3	Countryside Commission (1995:2)	"Tourism which can sustain local economies without damaging the environment on which it depends".
4	Payne (1993:154-5)	Sustainable tourism "must be capable of adding to the economic opportunities open to people without adversely affecting the structure of economic activity, without interfering with existing forms of social organization and should respect the limits imposed by ecological communities".
5	WTO (1981)	Sustainable tourism refers to the "...the maximum number of people that may visit a tourist destination at the same time, without causing destruction of the physical, economic, socio-cultural environment and an unacceptable decrease in the quality of visitors' satisfaction.
6	Bramwell <i>et al.</i> (1996a:10-11)	Sustainable tourism is "tourism which develops as quickly as possible, taking into account current accommodation capacity, the local population and the environment". Sustainable tourism, thus, is responsible tourism that respects the environment and as a consequence does not aid its own disappearance.
7	World Tourism Organization (1998: 21)	"Sustainable tourism development meets the needs of the present tourists and host regions while protecting and enhancing opportunities for the future. It is envisaged as leading to management of all resources in such a way that economic, social, and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecology processes, biological diversity, and life support systems".
8	WCED (1987)	Sustainable Tourism Development which means "initiatives which offer value propositions for the present tourists and host regions".

2.3.1 Sustainable Development: A Precursor to Sustainable Tourism

The roots of 'Sustainable Tourism' are based on the concept of 'Sustainable development' which according to World Commission on Environment and Development (1987) is 'a process to meet the needs of the present without compromising the ability of future generations to meet their own needs.' Sustainable development is, therefore, about creating a better life for all people based on principles of equity in the way those resources are used and in the way in which the benefits obtained from them are distributed. The concept has evolved from a mere definition (1987) to a plan of action (UN Conference on Environment and Development, Rio, 1992), and then to a roadmap for implementation (World Summit on Sustainable Development, Johannesburg, 2002). The three 'pillars' of sustainable development, commonly known as the three bottom line, are namely Economic, Social and Environmental are now accepted worldwide and is hailed as an important aspect of the Millennium Development Goals (MDGs) set forth by the United Nations.

Given the growth potential and also due to direct relationship between consumers (visitors), the industry, the environment and local communities, the tourism sector is in a unique position wherein it can do both, obstruct or facilitate sustainable development. On one hand, it exerts pressure on environment, local communities and competes for scarce natural resources contributing significantly to local and global pollution. On the other hand, it provides opportunity for growth and employment creation adding economic value to natural and cultural resources. Hence, it is imperative for all stakeholders of this sector to join hands to harness the potential of this sector to promote sustainable development, for if left uncontrolled/ignored it can not only damage societies and the environment, it could also contain the seeds of its own destruction

The definition of applied most often by tourism planners and in the tourism research literature was developed by the World Tourism Organization (WTO), which indicates that sustainable tourism "...meets the needs of the present tourists and host regions while protecting and enhancing opportunities for the future. It is envisaged as leading to management of all resources in such a way that economic, social, and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecology processes, biological diversity, and life support systems" (WTO,1998:21). The UNWTO's conceptualization of sustainable tourism development

addresses six main principles: (I) a high level of tourist satisfaction, (II) optimal use of environmental resources, (III) respecting the socio-cultural authenticity of host communities, (IV) providing socio-economic benefits to all stakeholders, (V) Constant monitoring of impacts, and (VI) Informed participation of all relevant stakeholders, as well as strong political leadership..

The definitions of sustainable tourism, discussed in the previous section, highlight the following important points:

- Sustainable tourism provides experience for visitors, enriching the life of both – the incoming tourists and their hosts.
- It balances the needs of the tourism industry, supporters of the environment, and the local community of the host destinations.
- It guarantees the cultural integrity and social consistency of the communities in host countries. Both, natural and human environment must receive priority in this regard.

Thus, tourism should be well planned with active consideration for its sustainable development. Well researched data and information pertaining to tourism and effects on economy, environment, society and culture should be made available in order to help develop sustainable tourism. Hence, sustainable tourism development attempts to make a low impact on the environment and local culture, while helping to generate income, employment, and the conservation of local ecosystems. It is responsible tourism that is both ecologically and culturally sensitive. Some of the key researches influencing the development of the concepts of sustainable tourism are listed and summarized in Table 2.2.

Table 2.2: Key Researches shaping the Concepts of Sustainable Tourism Development

S.No	Author(s)/ Date of Issue	Title of the Paper	Type of Research Paper/Key Theme	Brief Summary of the Articles
1	Jackie Clarke (1997)	A Framework of Approaches to Sustainable Tourism	Conceptual Review Conceptualizing sustainable tourism	This paper proposes a framework of approaches to sustainable tourism and is composed of four positions, chronologically sequenced according to the dominant understanding of sustainable tourism as a possession or goal. The framework offers insights into the development of the sustainable tourism concept.

2	Richard W. Butler (1999)	Sustainable tourism: A state-of-the-art review	Conceptual Review Conceptualizing sustainable tourism: focus on Human Environment	This paper reviews the development of the term, and highlights the need to distinguish between sustainable tourism and the development of tourism on the principles of sustainable development. The paper then reviews the environmental focus of discussions of sustainable tourism and argues for the need to ensure that the concept includes and is applied to the human environment as well as the physical environment.
3	Torsten Kirstges, (2002)	Basic Questions of 'Sustainable Tourism': Do Ecological and Socially Acceptable Tourism Have a Chance?	Conceptual Paper Understanding STD	To suggest and understand steps for realization of ST, the author demands a glance at the whole tourism system, which he does by giving an overview of the tourism industry with obvious problems in that field. There is an analysis of the development of tourism demand, and the increasing awareness of environment plays an important role when it comes to tourism and selecting its destination
4	Anne Hardy, Robert J. S. Beeton & Leonie Pearson (2002)	Sustainable Tourism: An Overview of the Concept and its Position in Relation to Conceptualizations of Tourism	Conceptual Review Emphasizes the role of community involvement	This paper analyses the context within which sustainable tourism was developed and has recently been conceptualized. It indicates that sustainable tourism has traditionally given more focus to aspects related to the environment and economic development and that more focus should be given to community involvement.
5	Zhenhua Liu (2003)	Sustainable Tourism Development: A Critique	Conceptual Review Focus on the need for systems perspective and an interdisciplinary approach	Sustainable tourism, though an increasingly popular field of research, is patchy, disjointed and often flawed with false assumptions and arguments. This paper highlights the weaknesses/issues in the sustainable tourism literature that are often overlooked but must be addressed in research: the role of tourism demand, the nature of tourism resources, the imperative of intra-generational equity, the role of tourism in promoting socio-cultural progress, the measurement of sustainability, and forms of sustainable development.
6	Lisa Ruhanen, 2008	Progressing the Sustainability Debate: A Knowledge Management Approach to Sustainable Tourism Planning	Conceptual Review Conceptualizing Sustainable tourism development	The concept of SD has been a key focus of academic research since the early 1990s. And the research results show that the vast body of knowledge on the topic has not been diffused effectively to the destination level, where it is actually needed by those, who plan and manage tourism activity. A knowledge management approach is suggested as being necessary to bridge this knowledge-practice gap.

7	Jiaying Lu & Sanjay K. Nepal (2009)	Sustainable tourism research: an analysis of papers published in the Journal of Sustainable Tourism	Conceptual Review Conceptualizing sustainable tourism	This paper reviews a content analysis of papers published in the Journal of Sustainable Tourism, over the period (1993–2007); based on which a database was developed which consists of information about (1) volume/number/year; (2) study areas; (3) forms of tourism; (4) subject themes; (5) research perspectives; (6) concept and measurement and (7) methodology. Future directions for sustainable tourism research are also discussed
8	Colin J. Hunter (2009)	On the Need to Re-conceptualize Sustainable Tourism Development	Theoretical Analysis Problems in conceptualizing STD	It is suggested that the tourism-centric paradigm encourages inappropriate and inconsistent consideration of the scope and geographical scale of tourism's resource base. In order to re-engage STD with its parental concerns (those of SD generally), an alternative paradigm is proposed, wherein STD is re-conceptualized in terms of tourism's contribution to SD.
9	Thomas D. Hinch, (1996)	Urban Tourism: Perspectives on Sustainability	Conceptual Study Organizational approaches to sustainable tourism development	It identifies four basic organizational approaches to sustainable urban tourism, i.e. (1) open market, (2) public control, (3) industry leadership, and (4) regulatory partnership.
10	S.J. Page and K.J. Thorn, (1997)	Towards Sustainable Tourism Planning in New Zealand: Public Sector Planning Responses	Conceptual Paper Planning for Sustainable tourism development	The Paper considers the public sector planning responses to tourism development issues within the context of New Zealand's Resource Management Act, and the ability of these organizations to respond to tourism issues.
11	Richard Sharpley (2010)	Tourism and Sustainable Development: Exploring the Theoretical Divide	Conceptual Review Relating Tourism with Sustainable Development Theory	Despite the attention paid to sustainable tourism development in recent years, there has been a consistent failure within the tourism literature to relate the concept to the theory of its parental paradigm, sustainable development. This paper addresses this omission in the literature. Reviewing development theory and the notion of sustainability, it proposes a model of sustainable development against which the principles of sustainable tourism are compared.
12	Simon Milne and Leszek Nowosielski, (2010)	Travel Distribution Technologies and Sustainable Tourism Development: The Case of South Pacific Microstates	Conceptual Paper Linking technology with STD	This Paper examines how new travel distribution technologies can influence attempts to meet this challenge of sustainable tourism. Computer reservations systems (CRS) are then examined, with an emphasis on the rising levels of ownership concentration in this segment of tourism industry.

2.3.2 Dimensions of Sustainable Tourism

Sustainable tourism development tries to find a balance among impacts to generate an enriched quality of life for the host community at the destination. This section further describes some of the key dimensions that have been proposed to ensure that the tourism industry of the future is characterized by rewarding and sustainable travel experiences. The key dimensions of sustainable tourism include the Economic, Environmental and Socio-Cultural (Refer Figure 2.1); a brief description of which is discussed as follows.

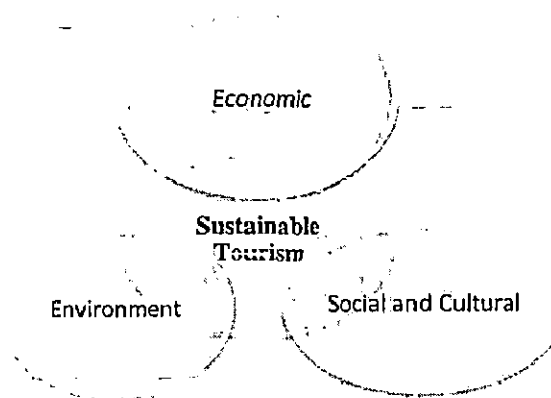


Figure 2.1: Key Dimensions of Sustainable Tourism Development

Economic Dimensions

To ensure economic development, sustainable tourism development can be an aid. For the resources generated including foreign exchange by the tourism sector can be productively utilized in different sectors and sub-sectors of the economy to help maintain and enrich productive activities. It may be added that sustained economic development can further facilitate socio-cultural and environmental sustainability. Further, adverse impacts are also taken care of. Thus, it is important to facilitate the economic dimensions of sustainable development, which broadly encompasses the following important aspects:

- Integrate sustainability in design and construction of buildings and infrastructure.
- Support initiatives for social infrastructure and community development including, among others, education, health, and sanitation.
- Ensuring that local residents are employed, including in management positions and that they are properly trained.

- Local and fair-trade services and goods are purchased by the business, where available.
- The developmental activities of the company do not jeopardize the provision of basic services, such as water, energy, or sanitation, to neighboring communities.
- The businesses contribute to the protection of local historical, archeological, culturally, and spiritually important properties and sites.
- The business uses elements of local art, architecture, or cultural heritage in its operations, design, decoration, food, or shops; and respects the intellectual property rights of local communities.

Environmental Dimension

This dimension ensures that the development in tourism is compatible with the preservation of essential ecological processes, biological diversity and biological resources. The stakeholders of tourism especially the service providers are expected to contribute to the support of biodiversity and biological resources conservation and minimizing pollution. The sustainability of environment includes the following actions on the part of stakeholders of tourism supply chain:

- Preservation and maintenance of environment and natural resources for benefit of future generations; Conserving biodiversity, ecosystems, and landscapes.
- To ensure water conservation by measuring consumption, indicating sources, and adopting measures to decrease overall consumption; Effectively treating wastewater and reusing wherever possible; implementing solid waste management plan etc.
- To make sure greenhouse gas emissions from all sources controlled by the business are measured, and procedures are implemented to reduce and offset them. Use of harmful substances, including pesticides, paints, swimming pool disinfectants etc. is minimized and substituted, when available.
- Practices to reduce pollution from noise, light, run off, erosion, ozone-depleting compounds, and air and soil contaminants should be implemented.

Socio-cultural Dimension

It is believed that educating and creating awareness among both - tourists and hosts - about each other's culture and society would go a long way in ensuring sustainable development of tourism in local destinations. It may be a strong point not only for enriching the holiday experience but also for initiation of fundamental changes in tourists' attitudes towards foreigners and their

cultures, which would help provide basis for promoting knowledge and understanding, thereby leading to international cooperation and economic sustainability (Reisinger and Turner, 2003). Further, it would lead to more environment friendly development of tourism with cultural-orientation with possible preservation of cultural and social identity of the people. The sustainability of socio-cultural dimension may involve some of the following activities:

- To make sure that the businesses involved in tourism activity follow established guidelines for visits to culturally or historically sensitive sites, minimizing visitor impact.
- To ensure historical and archeological artifacts are not sold, traded, or displayed, except as permitted by law, thereby preserving cultural heritage and minimizing the negative impacts.

Thus drawing from the triple bottom line concept of sustainable, various researchers have delineated the dimensions of sustainable tourism. Some of the main research papers emphasizing various dimensions of sustainable tourism has been compiled and summarized in Table 2.3.

Table 2.3: Key Researches on the Dimensions of Sustainable Tourism Development

S.No	Author(s)/ Date of Issue	Title of the Paper	Type of Research Paper/Key Theme	Brief Summary of the Articles
1	Gianna Moscardo, Alastair M. Morrison and Philip L. Pearce, (1996)	Specialist Accommodation and Ecologically-Sustainable Tourism	Conceptual Study Focus on Ecological aspect of Sustainable Tourism	This Article takes the principles of Ecologically-Sustainable Tourism (EST) development and uses these to develop a research agenda for assessment of the sustainability of a particular alternative form of tourism i.e. specialist accommodation.
2	David Crouch (2009)	Home, Escape and Identity: Rural Cultures and Sustainable Tourism	Conceptual Paper Focus on dimensions of ST	This paper weaves new ideas in the theoretical interpretation of tourism, culture, and the environment together with a discussion on how ST might be distinguished from other forms of tourism in rural areas. It examines the ways in which tourism development engages with the people, who live and work in the countryside and their heritage.
3	Bill Bramwell, and Bernard Lane, (2010)	Interpretation and Sustainable Tourism: The Potential and the Pitfalls	Conceptual Paper Perception of ST: Focus on Economic benefits	This discussion examines the potential benefits of linking interpretation and ST to help assesses a number of the pitfalls or difficulties which are involved. The potential benefits include improved visitor management, local economic and environmental gains and also fuller community involvement.
4	Geoffrey Wall, (2010)	International Collaboration in the Search for Sustainable Tourism	Case Study Focus on Socio-cultural	The Bali SD Project (BSDP) experience indicates the great importance of cultural sensitivity and linkages with and utilization of the existing institutional frameworks, when

		in Bali, Indonesia	dimension of STD	working in an international collaborative context.
5	Daniel Scott, (2012)	Why Sustainable Tourism Must Address Climate Change	Analytical (secondary data) Emphasis on environmental and social impacts of tourism	This paper emphasizes that any retreat from engagement with climate change issues by the tourism industry or its researchers would be to their substantial detriment. It is argued that climate change studies reveal a deficiency in past conceptualizations of sustainable tourism that focused almost exclusively on destination scale issues and highlight the need to properly account for the environmental and social impacts of tourism's travel phase.
6	Char-lee McLennan, TienDuc Pham, Lisa Ruhanen, Brent W. Ritchie and Brent Moyle, (2012)	Counter-factual Scenario Planning for Long-range Sustainable Local-level Tourism Transformation	Empirical Survey Focus on dimensions of Sustainable Tourism	This paper investigates the relationship between economic, social and environmental indicators across the three main phases of tourism transformation: inception, growth and steady state. To investigate these phenomena a survey of 303 residents across three local areas at different stages of economic development and tourism dependency, were assessed with respect to development of tourism by relying on economic, social and environmental indicators.
7	Stephanie Chok, Jim Macbeth and Carol Warren, (2007)	Tourism as a Tool for Poverty Alleviation: A Critical Analysis of 'Pro-Poor Tourism' and Implications for Sustainability	Conceptual Analysis Emphasis on Economic Dimension of ST in poverty alleviation	This paper identifies the different sustainability positions of prominent pro-poor tourism stakeholders and considers the implications for meeting pro-poor and sustainability objectives.

Besides researches on the conceptual development of sustainable tourism, researchers have also explored the implementation aspects of the field. Some of the key research papers spanning areas pertaining to implementation, promotion and evaluation of sustainable tourism development, are summarized in Table 2.4.

Table 2.4: Major Research Papers related to the Implementation, Promotion and Evaluation of Sustainable Tourism Development

S.No	Author(s)/ Year	Title of the Paper	Type of Research Paper/Key Theme	Brief Summary of the Articles
1	Hansrued Müller (1994)	The Thorny Path to Sustainable Tourism Development	Conceptual Analysis Difficulties in Implementing STD	The paper goes to examine why ST is, however, very difficult to achieve in practice, noting the plethora of theoretical statements, the shortage of implementation skills, demand pressures, hedonism, and the impact of extended discussions — 'hectic continuity'. A number of ways forward are suggested,

				including, new forms of taxation, open discussion of conflicts and environmental audits
3	Atila Yüksel, Fisun Yüksel&Osman Culh, (2011)	Ministers' Statements: A Policy Implementation Instrument for Sustainable Tourism.	Qualitative Analysis Content analysis if policy documents: Focus on Implementation of STD	The results of the content analysis indicate that the statements of the Turkish Tourism Minister were economically driven and growth-oriented, and that there were inconsistencies between the ministers' priorities and the corresponding policy objectives in the national tourism strategy. While the period 2001-09 saw changing governments but the different ministers emphasized an almost identical set of priorities.
4	Stefan Gössling, C. Michael Hall, Frida Ekström, Agnes Brudvik Engeset and Carlo Aall, (2012)	Transition Management: A Tool for Implementing Sustainable Tourism Scenarios.	Empirical Survey Emphasis on implementation of Sustainable Tourism Development	This approach is used to involve stakeholders, and their success or otherwise in achieving the change. It brought together 62 leading stakeholders from all tourism interest, except airlines, for a series of six intensive and goal setting sessions. Overall results suggest that transition management provides a valuable theoretical framework to understand that implementation is an essential precondition for successful governance.
5	Rachel Dodds, (2007)	Sustainable Tourism and Policy Implementation: Lessons from the Case of Calviá, Spain	Case Study Policy Implementation of STD	This research focuses on one of the Mediterranean's most popular sun, sea and sand tourist resorts from the perspective of policy implementation.
6	Stefan Gössling&Daniel Scott, (2012)	Scenario Planning for Sustainable Tourism: An Introduction	Qualitative Analysis Use of Scenario building techniques in Planning for Sustainable Tourism	The paper introduces a series of new scenario planning papers that cover while a range of subjects including theorizing scenario analysis, counterfactual scenario planning, green economy support systems, climate change scenarios (for ski and coastal tourism), destination environmental footprint scenario and transition management a tools for scenario building.
7	Ken Simpson, (2001)	Strategic Planning and Community Involvement as Contributors to Sustainable Tourism Development	Theoretical paper Emphasis on Community Involvement in STD	Describes the evolution of theory related to three specific issues in the study of tourism – sustainability of tourism development as a desirable goal, stakeholder participation as a contributor to sustainability, and strategic planning as an appropriate framework within which stakeholder driven development activity can occur.

8	Gerry Treuren and David Lane, (2003)	The Tourism Planning Process in the Context of Organized Interests, Industry Structure, State Capacity, Accumulation and Sustainability	Analytical Frame work Sustainable Tourism Planning framework	This framework holds tourism planning to be a complex and contingent process occurring within and between three locations: the individual tourism organization; the industry; and within the State.
9	Kerry B. Godfrey (2009)	Planning for Sustainable Tourism Development in Mediterranean countries	Qualitative Study Problems and prospects of planning for ST	The Human Settlements Committee of the U N Economic Commission for Europe held its '18th Meeting of Experts on Human Settlements: Problems in Southern Europe' in Nicosia in Cyprus, between 6 th -8 th June 1994. The key theme of discussion was the problems and prospects of planning for a more ST industry in countries in the Mediterranean region.
10	Timothy Forsyth, (2009)	Business Attitudes to Sustainable Tourism: Self-regulation in the UK Outgoing Tourism Industry	Empirical study Perceived problems in adoption of STD	This research identifies perceived obstacles to the adoption of sustainable practices, and how practices could operate in the commercial favor of companies. Results indicated that many companies saw ST practices to be of commercial benefit; in particular, they could add value to holiday products, thus allowing companies to compete with each other on more than price alone.
11	Michael Barke&Michael Newton, (2009)	Promoting sustainable tourism in an urban context: Recent developments in Malaga city, Andalusia	Case Study Promoting sustainable tourism development	It is argued that it is this very integration which constitutes one of the main features of 'sustainability' within an urban context.
12	Holly M. Donohoe, (2011)	Sustainable Heritage Tourism Marketing and Canada's Rideau Canal World Heritage Site	Case Study Sustainable Marketing of Heritage destinations	This Paper tests a proposed Sustainable Heritage Tourism marketing model, using a World Heritage Site Case study – the Rideau Canal in Ottawa, Canada. Given "sustainable Marketing" is a relatively new concept; this study offers an important contribution to the existing tourism marketing literature.
13	Sally Driml and Mick Common, (2010)	Ecological Economics Criteria for Sustainable Tourism: Application to the Great Barrier Reef and Wet Tropics World Heritage Areas, Australia	Case Study Extent of sustainable tourism development	This paper examines the extent to which tourism in the Great Barrier Reef and Wet Tropics World Heritage Areas can be described as ST, and its management, in the two World Heritage Areas is described, and the outcomes are assessed against the definition of ST.

14	Shelagh Squire, (1996)	J. Literary Tourism and Sustainable Tourism: Promoting 'Anne of Green Gables' in Prince Edward Island	Case based empirical study Promoting Sustainable tourism development	Within the context of heritage tourism, this Paper focuses on the L.M.Montgomery/'Anne of Green Gables'-inspired tourism industry in Prince Edward Island, Canada. Connections between 'real 'and fictional worlds are identified and literary-related tourist sites, attractions and promotions are described
15	Nick Kontogeorgopoulos, (1999)	Sustainable Tourism or Sustainable Development? Financial Crisis, Ecotourism, and the 'Amazing Thailand' Campaign	Empirical survey Promoting Sustainable tourism development	By changing the composition of tourist arrivals the currency devaluations associated with the Asian financial crisis may simultaneously boost demand for nature-based tourist activities in southern Thailand while also adding stress to ecologically deteriorating destinations.
16	Jean-Paul Ceron and Ghislain Dubois, 2003.	Tourism and Sustainable Development Indicators: The Gap between Theoretical Demands and Practical Achievements	Theoretical paper Indicators of STD	The results of this Article indicate that a certain set of issues, raised by SD are privileged while others are left aside. This underscores the need to review the more theoretical aspects of SD debates within practical attempts to construct the indicators.
17	Heather Zeppel (2012)	Collaborative Governance for Low-carbon Tourism: Climate change Initiatives by Australian Tourism agencies	Case Study Evaluating STD from governance perspective	The paper compares the climate change initiatives of these tourism agencies based on six key dimensions of governance including: accountability, transparency, involvement, structure, effectiveness, and power.
18	Eman Helmy, (2004)	Towards Integration of Sustainability into Tourism Planning in Developing Countries: Egypt as a Case Study	Case study Evaluating ST planning system	This article approaches the evaluation of the Egyptian tourist planning mechanism from a SD point of view. In order to achieve the research objectives, a benchmark technique has been employed by using sustainability indicators as criteria to judge the appropriateness of the tourist planning system against the principles of STD.

2.4 STAKEHOLDER ANALYSIS: AN INTRODUCTION

Stakeholder analysis has become popular in the field of tourism over the last decade, though it has been used in management since early 1930s (Clarson, 1995). As an analytical approach, it is used to generate knowledge about the relevant actors, so as to understand their behavior, intentions, interrelations, agenda, interests, and the influence they have brought-or could bring-to bear on decision- making process (Ruairi Brugha and Zsuzsa Varvasovszky, 2000). Before

delving deeper into stakeholder analysis, it is important to first understand the concept of 'stakeholders'.

Concept of Stakeholder

The concept of stakeholder has its roots in the business management and public administration literatures, and was not prominent until Freeman (1984) defined a stakeholder as "any group or individual who can affect or is affected by the achievement of the organizations objectives" (p 46). Donaldson and Preston (1995) later refined this definition, stating that to be identified as a stakeholder, the group or individual must have a legitimate interest in the organization. Since Freeman's first work on stakeholder theory, stakeholder theory has been incorporated into business management literature (Clarkson 1995; Donaldson and Preston 1995; Jones 1995; Stoney and Winstanley 2001). De Lopez (2001: 48) explains that, 'stakeholder management essentially consists of understanding and predicting the behavior and actions of stakeholders and devising strategies to ethically and effectively deal with them'.

All stakeholders do not need to be involved equally in the decision making process, but it does require that all interests are identified and understood (Donaldson and Preston 1995). Failure to identify the interest of even a single primary stakeholder group may result in the failure of the process (Clarkson 1995). Proper stakeholder involvement has multiple outcomes depending on the process used and the stakeholder's interests, which may include information and education of public about the topics and issues (Beierle 1998; Simrell King and Feltey 1998) etc.

Stakeholder Analysis

The aim of stakeholder analysis is to evaluate and understand stakeholders from the perspective of an organization in order to determine their role and relevance to a project or policy. The analysis inquires about the position, interest, influence, interrelations, networks and other characteristics of stakeholders, with reference to their past, present positions and future potential (Linden berg and Crosby 1981; Freeman 1984; Blair *et al.* 1990). In fact, stakeholder analysis comprises of different methodologies for analyzing the role and interests of stakeholders and is not a single tool (Crosby, 1992).

Although the use of the term 'stakeholder analysis' has been a relatively recent phenomenon, references to it were found in concepts like 'approaches', 'frameworks' and

'issues' (Clarkson,1995); 'stakeholder-focused criteria' (Thomas and Palfrey,1996); 'stake holding' and 'stakeholder society' (Thompson, 1996); 'stakeholder-agency theory' (Hill and Jones,1992); 'stakeholder power matrices' and 'bunching'(Winstanley *et al.*, 1995); and 'stakeholder values' and how to involve stakeholders in decision-making (Gregory and Keeney, 1994).

Stakeholder analysis, as an approach to conducting policy analysis, provides for a conceptualization process which analyzes interests and influence with a specific focus on policy makers. It focuses on the interrelations of groups and organizations and their impact on policy, within a broader political, economic and cultural context. The analytical process may include steps like: making an inventory of the functions, officials who might have a role in decision-making; collecting information about them to gauge their importance – resulting in quantification of the actors' levels influence.

Stakeholder analysis, broadly deals with the distribution of power and the role of interest groups in the decision- making and policy process. While conducting a stakeholder analysis for designing a health care administration academic programs, Stefl and Tucker (1994), mapped internal stakeholder (program faculty, students and applicants), interface stakeholders (university administration) and external stakeholders (external funders, potential employers, professional bodies and accrediting bodies). Stakeholder analysis is, thus, one of the strategic tools in policy research, widely applied in the health policy literature, including political analysis (Lindenberg, 1981) and now in sustainable tourism development (WWF, 2004). Some of the main research papers, pertaining to stakeholders, has been listed and summarized in Table 2.5.

Table 2.5: Major Research Papers in the area of Stakeholder Analysis

S. No	Author(s)/ Year	Title of the Research Paper	Type of Research Paper/Key Theme	Brief Summary of the Articles
1	Jeffrey S. Harrison, Douglas A. Bosse and Robert A. Phillips	Managing for Stakeholders, Stakeholder Utility Functions, and Competitive	Empirical Study Importance of Stakeholders Approach in firm's competitiveness	This paper highlights that firms that manage for stakeholders, develop trusting relationships with them, thereby increasing the ability of the firm to deal better with changes in the environment. Competitive advantages stemming from a managing-for-

	(2009)	Advantage	and performance.	stakeholders approach are argued to be sustainable, and hence, is a strong justification for including stakeholder theory in the discussion of firm's competitiveness and performance.
2	John Simmons, Paul Iles, Maurice Yolles (2005)	Identifying Those on Board 'The Moving Train': Towards a Stakeholder- Focused Methodology for Organizational Decision Making	Conceptual Paper Highlights the benefits of stakeholder perspectives in decision-making processes	This paper's basic hypothesis is that the incorporation of stakeholder perspectives in decision-making processes will enhance effectiveness, employee motivation and organizational justice as system outputs.
3	Niklas Egels- Zandén Joakim Sandberg (2009)	Distinctions in Descriptive and Instrumental Stakeholder Theory: A Challenge for Empirical Research	Conceptual Paper Focus on use of Stakeholder Theory Empirical Research.	This paper highlights the distinction between descriptive and instrumental stakeholder theory, as defined by Donaldson and Preston, and discusses the implications of these differences for empirical research into stakeholder theory.
4	Charles Eesley, Michael J. Lenox (2006)	Firm Responses to Secondary Stakeholder Action.	Empirical Research Focus on developing stakeholder identification framework	This paper explores the conditions under which secondary stakeholder groups are likely to elicit positive firm responses. It builds upon and advances Mitchell <i>et al.</i> (1997) stakeholder saliency and identification framework, and tests this framework by building a unique data set of over 600 secondary stakeholder actions concerning environmental issues in USA.
5	Tatiana Borisova, Laila Racevskis and Jennison Kipp (2011)	Stakeholder Analysis of a Collaborative Watershed Management Process: A Florida Case Study	Case Study Illustration of Stakeholder Analysis	This paper analyzes stakeholder's involvement in a collaborative Watershed Management Process in Florida's unique institutional settings, where implementation of pollution abatement is mandatory.

6	Reinhard Steurer (2005)	Mapping Stakeholder Theory Anew: from the 'Stakeholder Theory of the firm' to Three Perspectives on Business–Society Relations	Conceptual Paper Analyzes Business–Stakeholder interaction.	This research paper focuses on how corporations deal with stakeholders, analyses the stakeholder perspective indicating as to how stakeholders try to influence corporations. The conceptual perspective explores how particular concepts, such as 'the common good' or 'Sustainable Development', relate to business–stakeholder interaction.
7	Tiina Onkila (2010)	Multiple forms of stakeholder interaction in environmental management: Business arguments regarding differences in stakeholder Relationships	Empirical Research Emphasizes how businesses manage differences in stakeholder relationships	This paper identifies different types of stakeholder relationships: power-based, collaborative, conflicting, and one-sided. Through descriptions of these relationships, business actors participate to define responsibility, share responsibility among actors, and justify environmental impacts. The study demonstrates that with regards to environmental issues in business, instead of analyzing single stakeholder attributes, business professionals should be able to manage differences in stakeholder relationships.
8	John Wood, Shahram Sarkani, Thomas Mazzuchi, Timothy Eveleigh (2012)	A Framework for Capturing the Hidden Stakeholder System	Conceptual Paper Focus on developing a framework for Stakeholder system.	This paper provides a framework for capturing stakeholder system in a series of architectural views. The objective for the framework and use of it is to allow for right-sized stakeholder involvement; promote effective use of resources, and increase the probability of program's success with lasting stakeholder commitment.

2.5 STAKEHOLDERS IN SUSTAINABLE TOURISM DEVELOPMENT

Sustainable tourism development has many stakeholders but the key stakeholders-which play a critical role in shaping and developing the field - include the government, tour operators, non-governmental bodies and international agencies, local communities and tourists. These key stakeholders are listed and depicted in the Figure 2.2, as follows:

Governments play a critical role in determining the policies for sustainable tourism that enables or influences the private sector to operate more sustainably, and influence patterns of visitor flows and behavior to optimize the impact of tourism. The task of providing an enabling environment makes them a key stakeholder of sustainable tourism.

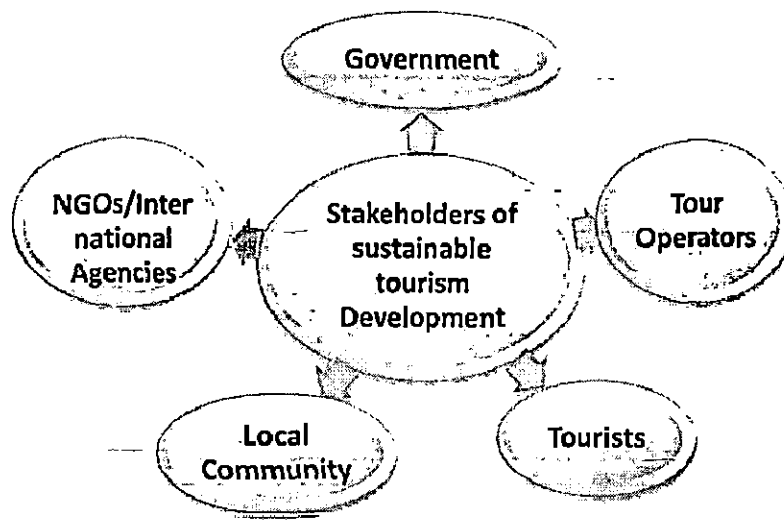


Figure 2.2: Key Stakeholders in Sustainable Tourism

The tourism industry is primarily driven by the service providers in the private sector, with a multiplicity of stakeholders, whose sizes range from micro enterprises to large transnational corporations. While the service providers may include accommodation units and transport sector, the Tour Operators segments have a direct relationship with not just the tourists, but also the players in the hospitality and transport sector, which makes them a key stakeholder. They offer to the customer a packaged combination of transport, accommodation and services and often operate in the accommodation and transport sectors. The actions of these players, along with those of tourists and the local communities, determine the overall impact of tourism on the environment, whether positive or negative (STCI, 2011).

Urban-centric growth worldwide has resulted in reduced job opportunities and income levels in rural areas. Hence, to supplement agricultural income, many rural communities have moved towards livelihood diversification like provision of visitor services in tourism destinations

in various states. This role of the tourism sector as an inclusive development driver of livelihoods of the local community, has taken on another crucial dimension. This has highlighted the local communities as yet another key stakeholder in promoting sustainable tourism in the country.

The role of 'Tourists'-the end users of tourism sector, in promoting sustainable tourism cannot be underestimated as they represent the demand side of the industry, and hence have the powers to shape the nature and quality of tourism services. Besides, their awareness, acceptance and support of the sustainability initiatives in this sector, is also of immense importance in influencing the sustainability outcomes as envisaged by other stakeholders.

The origin of the concept of sustainable development and subsequently sustainable tourism lies in the deliberations at the conferences of United Nations (UN): the major international body, which has a profound influence at the national policy making. Besides UN, there are other International specialized agencies like United Nations World Tourism Organization (UNWTO), World Travel and Tourism Council (WTTC) etc, which by its unique activities (like research, discussion, dissemination, advocacy etc.) play a critical role in developing sustainable tourism worldwide. Further, Non-Governmental Organizations (NGOs), operating at various levels (global, national, local) in various domains, have the potential to contribute in a big way in promoting sustainable tourism.

Thus, the goal of sustainable tourism has to be driven by the multiplicity of stakeholders, and the concerted actions of all these key players will determine the overall impact of tourism on the environment, society and the economy as envisaged. However, since the focus of the study under consideration is largely on the role of 'Tour Operators', a review on the past researches in the area of 'Tour operators as stakeholders' is undertaken and discussed separately, in the section below.

2.6 TOUR OPERATORS AS STAKEHOLDERS

Tour operator is a business that combines two or more travel services (e.g., transport, accommodation, catering, entertainment, and sightseeing) and sells them either through travel agencies or directly to final consumers as a single product, called 'a package tour' (Chand, 2003 and 2006). The components of a package tour might be either pre-determined, or may be the result of 'a la carte' procedure, where the customer decides about the combination of the services

she/he wishes to acquire (Burns and Holden, 1995; Cooper, Fletcher, Gilbert, and Wanhill, 1998; Holloway, 1998). Tour operators represent the central middle-men between customers and providers of services; and, therefore, they have the power to influence both sides of the demand and supply according to their interests (Cooper *et al.*, 1998). They purchase large blocks of travel services from independent, third-party suppliers, such as airlines, cruise lines, rental car companies and hotels and then combine these services to create package or charter tours that are sold to the general public either directly or through travel agents (Dickerson, 1982).

Thus, the product that a tour operator offers to the customer is the packaged combination of transport, accommodation and services. This package is distributed to the customer either directly (e.g., direct sale through internet) or via a 'middleman', the travel agent, who arranges the sale of the package for a commission. Thus, inbound and out bound tour operators and tour destination companies have very significant roles to play in the process of tour package development, promotion and sale. In fact, tour destination companies perform an important role as travel intermediaries that take to link local tourism suppliers with overseas tour operators (Chand, 2006; Pearce, 2007).

Kinds of Tour Operator

Tour Operators may be divided into three broad categories, depending upon their area of operation and functional responsibilities: Inbound, Outbound and Domestic, as depicted in the Figure 2.3.

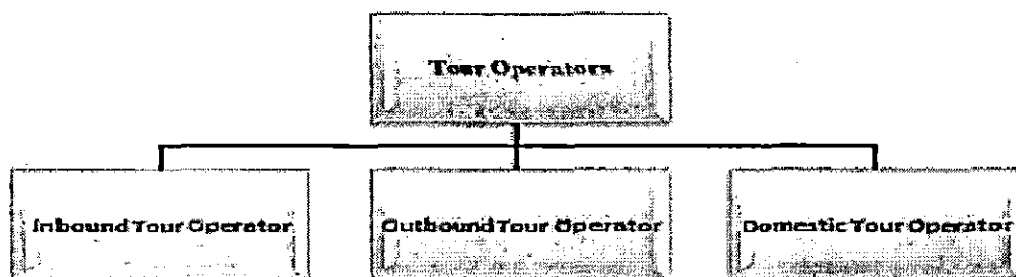


Figure 2.3: Major Categories of Tour Operators

Inbound Tour Operators

Tour operators, who handle directly of deal with inbound foreign tourists, and provide them various services on their arrival and departure viz. Transfer, accommodation, transportation, sightseeing, entertainment, currency exchange, or with authorized dealers, and insurance services etc., are known as inbound tour operators. These tour operators formulate tour package individually or in collaboration with instead of foreign tour operators. The packages may be marketed directly through intermediaries. In fact, inbound tour operators are the 'image' builders of a country, as they convert all touristic resources of a nation into a saleable commodity. They also contribute valuable foreign exchange earnings to the economy of host country.

Outbound Tour Operators

The outbound tour operator sells a package tour to an individual or a group of people of his own country visiting another country or a number of countries for a specific and pre-decided duration. Outbound tour operators arrange travel documents, transportation to a central point, where from the tour starts. They contract with inbound tour operators/ground operators to provide accommodation, transportation, local sightseeing and other services as needed during the tour. Generally, these operators work in liaison with the inbound tour operators/ground operators and offer services involving meeting inbound tour group at the airport, transferring the tour group from the airport to the arranged place of accommodation in hotel.

Domestic Tour Operator

Domestic market in tourism has witnessed attractive growth rate, as large players in the travel industry are aggressively entering and promoting the market. The leading tour operators are floating new packages to tap the vast potential in the domestic market as well. Generally, domestic tour operators operate within the boundary of home country and cater to the diverse needs of individual and group travelers. They promote tour packages both through their own outlets and also through other retail travel agents.

Thus, a tour operator must understand tourism service concept to compete with others and also to match demands of the travelers. They should plan arrange, and manage the travel services and its components – travel information, travel tickets, travel documents, itinerary, accommodation, transportation, car rental, cruising, travel insurance, currency, example and

other ground services in an efficient, extensive and profitable manner, in order to excel in the targeted market segment.

Role of Tour Operators in Sustainable Tourism

The key role of a tour operator is to be culture broker who facilitates communication, understanding and action between hosts and tourists who differ culturally (Burns. P, 1999). The tour operators' responsibility is to demonstrate respect to the host country by negotiating with host communities the conditions, required for tourist visits. Some of these conditions are the recognition of acceptable activities, suitable group size and appropriate places for tourist visitation. Tour operators should treat cultural heritage of the host country with dignity and respect by informing tourists about local customs and traditions and appropriate behavior. They should ensure that tourists ask permission to take photographs or videotape local people, and do not damage or remove religious or cultural artifacts.

While traditionally the role of tour operators has been to work with li hhand tourist organizations to promote tourism and bring about significant economic benefits to many destinations, their responsibility today has widened, as they are poised to play a more proactive role in promoting environmental and socio-cultural sustainability in the tourism sector. Some of the significant researches on the role of tour operators in promoting sustainable tourism has been highlighted and summarized in Table 2.6

Table 2.6: Key Research Papers on the Role of Tour Operators in Sustainable Tourism

S. No	Author (s)/ Year of publication	Title of the research Paper	Type of Paper/ Key Theme	Brief Summary of the Paper
1	Les M. Lumsdon, Jon Athan S. Swift (1999)	The Role of the Tour Operator in South America: Argentina, Chile, Paraguay and Uruguay	Empirical Study Focus on the role of Tour Operators	This paper investigates the opinions of 37 Tour Operators in four emerging countries in South America, with a view to evaluating the nature and level of contact with foreign tour operators and suppliers.
2	John Spletstoesser, (1999)	IAATO's Stewardship of the Antarctic	Empirical Research Leading role of	This article indicated that tour operators initiated codes of conduct in the 1980s. In 1991 the existing seven tour operators formed the

		Environment: A History of Tour Operator's concern for a Vulnerable Part of the World	Tour Operators in promoting environmental sustainability	international association of Antarctica Tour Operators (IAATO), the objective being to act as a single voice to advocate, promote and practice safe and environmentally responsible private-sector travel in Antarctica.
3	Mary Klemm, Lynn Parkinson (2001)	Tour Operator Strategies: Causes and Consequences	Empirical Study Role of Tour Operators in Promoting Tourist Destinations.	This paper is an investigation of the competitive strategies of British Tour Operators and their impact on the image and quality of tourist destinations. The study outlines policies to counteract the negative effects of tour operator strategies and work towards a more fruitful partnership between tour operators and tourist destinations.
4	Richard Tapper (2001)	Tourism and Socio-economic Development: UK Tour Operators' Business Approaches in the Context of the New International Agenda	Empirical Study Role of Tour Operators in Socio-economic development.	This paper reviews the influence of tour operators on tourism-dependent economies, and indicates that local economic linkages in the tourism supply chain need to be addressed, if the tourism industry is to contribute effectively to meeting new expectations of its role in socio-economic development in developing countries.
5	Susanna Curtin, Graham Busby (1999)	Sustainable Destination Development: the Tour Operator Perspective	Empirical Survey Role of Tour Operators in sustainable destination development.	This article highlights the results of survey of attitudes towards sustainable tourism development of the British Federation of Tour Operators and Association of Independent Tour Operators members. The price-cutting competition' of undifferentiated mass market operators continues to be a threat to sustainable destination development.
6	Heather Zeppel, (2012)	Collaborative Governance For Low-Carbon Tourism: Climate Change Initiatives by Australian Tourism Agencies	Empirical Study Role of Tour Operators in Sustainable Environmental Development.	The paper compares the climate change initiatives of these tourism agencies based on six key dimensions of governance including: Accountability, Transparency, Involvement, Structure, Effectiveness, and Power.

2.7 SUSTAINABLE TOURISM DEVELOPMENT IN INDIA: KEY RESEARCHES

Tourism is one economic sector in India that has the potential to grow at a high rate and ensure the development of infrastructure at the destinations. It has the capacity to capitalize on the country's success in the services sector and provide sustainable models of growth. In India, the travel and tourism sector is estimated to create 78 jobs per million rupees of investment, compared to 45 jobs in the manufacturing sector for similar investment (Ministry of Tourism Report, 2012). Along with construction, it is one of the largest sectors of the service industry in India.

However, there are various concerns as well. India, despite being recognized as a key destination of global tourism, has not registered adequate progress in promoting sustainable tourism. Leave aside the environmental and socio-cultural dimensions; India lies far behind in the overall economic performance of its tourism sector. The global ranking stood low (42nd and 11th in Asia Pacific region) in 2014 with mere 7 million foreign tourist's arrivals posting 4% growth (UNWTO, 2014). The share of India in International Tourist Arrivals (ITAs) is very low (0.64%, rank 42nd), and compares poorly with that of China (5.38%) (Bureau of Immigration, Ministry of Tourism, 2014). Further, a study conducted by the Ministry of Tourism, Government of India at important tourist destinations, revealed that lack of hygiene and sanitation is a major irritant for foreign and domestic tourists

Sustainable Tourism in India dates back to 1998, when the Ministry of Tourism, recognizing its role in promoting sustainable tourism extensively deliberated with the industry and other stakeholders and formulated the wide-ranging "Ecotourism in India – Policy and Guidelines". Later, the tourism sector's capability as a sustainable and inclusive development driver, was renewed with the 10th Five Year Plan, the National Tourism Policy, the global Incredible India campaign and the Millennium Development Goals. The 12th Five Year Plan gave further fillip and importance to promote sustainable tourism in the country by launching major social awareness campaign under the 'Atithi Devo Bhavah' initiative.

Keeping pace with the global developments like promotion of the "Global Sustainable Tourism Council" and their "Global Sustainable Tourism Criteria" (GSTC) for adoption by hotels and tour operators worldwide, Ministry of Tourism (Government of India) constituted a

Committee in 2010 for defining Sustainable Tourism Criteria for India (STCI) and indicators. Recently, the Union Minister for Tourism launched these Comprehensive Sustainable Tourism Criteria for India (STCI) and committed to develop tourism in India based on the principles of sustainability, minimizing the carbon footprints (MOT, GOI Press Release, August 2014). Government has further urged all the stakeholders to ensure that strategies for development of tourism are not in conflict with the environment and that the tourism industry should not over-exploit natural and other resources for short-term gains.

Key Researches in Sustainable Tourism Development in India

While tourism sector in general is a widely researched area in Indian context, the academic research on sustainable tourism in India is still in nascent stages. Table 2.7 summarizes some of the key researches in India: books, thesis and journal articles published which are relevant to understand the status and direction of sustainable tourism in India. As evident from the theme of research, there seems to be a marked shift from mere promotion of tourism to discussion on sustainable tourism.

Table 2.7: Key Researches in Sustainable Tourism Development in India

S. No	Author (s)/ Year of publication	Title of the Book/research Paper/Thesis	Type of Publication / Key Theme/source	Brief Summary
1	Sinha, C. P. (2006)	Global Tourism Policies, Laws and Action Plans: Select Case Studies and Model Approaches	Book Focus on policies and laws regulating the activities of travel agencies and tour guides	The author has discussed in his book the different laws and policies followed by different countries and States like India, Guyana and the State of Andhra Pradesh in India. His discusses about Macau, which has implemented the law model for regulating the activities of travel agencies and tour guides.
2	Batta, R. N. (2000)	Tourism and the Environment: A Quest for Sustainability: With Special Reference	Book Focus on tourisms	This book revolves around three key concepts: Tourism, Environment, and Sustainability. The fundamentals of tourism like its definition, characteristics of its product and theories of development of tourism are examined to facilitate

		to Developing Countries, and Policy Analysis on Himanchal Pradesh	interaction with the environment and ways to achieve sustainability	in- depth analysis of the impact of tourism on economy and environment, the emphasis of the book is on finding ways to manage tourism in a sustainable way. The author has discussed beneficial role of sustainable tourism, the Carrying Capacity, Environmental Impact. He has also taken to evaluate the role of Environmental Resources.
3	Bela, U. (1990)	Tourism in India: Policy and Perspectives	Book Focus on promoting tourism	This book deals with planning and policy perspectives in the sphere of human resource development, provision of fiscal and non-fiscal incentives, policies regarding the involvement of NRIs and multinationals, existing status and targeted addition in accommodation and transport facilities, thrust areas for tourism development and the present prospective of marketing strategies.
4	Ahmed. M.I. (2002)	Tourism development in Agra, a critical analysis of marketing strategies	Thesis Focus on promoting tourism	The author worked and discussed the application of modern marketing principles with reference to tourism industry, (Emphasis on Agra region). He declared exemption of service tax on catering, provision of facilities in various cities, publicity and problem of infrastructure.
5	Khan. A.A (1993)	Development of Tourism in India since 1951	Thesis Focus on tourism development	This thesis emphasizes that the tourism earnings have a relatively large value- added component; data suffers from several infirmities, giving rise to inconsistent system, needs to be revised, and effective measures should be taken to maximize the earnings by increasing the flow of tourist into the country.
6	Alam.A. (1994)	Organization and Working of ITDC (India's Tourism Development Cooperation)	Thesis Focus on the role of tourism development organization	The main objectives of the study are to analyze the concept and objectives of tourism organization ITDCL and to evaluate the performance and problems of tourism organization. This Thesis is examining the role of ITDC in the promotion of tourism and identifies the problems and suggests suitable measures for the tourism development in India.

7	Haque, I. M. (1984)	A Market Profile of Tourism Industry in India	Thesis Focus on promoting tourism	The author states that tourism should be declared as an industry. Visa system may be relaxed and without much difficulties. Railroad may be regularized, and special counters on major centers of railways should be opened. Problem of bureaucracy should be taken into consideration. Road conditions may be improved. Proper advertising campaign should be launched to make the prospective tourists aware of India. Air fare may be reduced. Luxury and air condition coaches should be increased.
8	Akhter, J. (1988)	A study of management functions in selected organizations in India	Thesis Focus on promoting tourism	The author wrote about tour operators involved in inbound tourism and took specific aspect related to the application of management functions therein. Therefore, he emphasize in the text has been placed on the application of management functions in the inbound tourism, also he said: better coordinated management system strengthens the base of tourism management as a developing subject.
9	Varshney, A.K. (2009)	A Study of Tourism Policy of Government of India with Special reference to Rajasthan Tourism Development Cooperation	Thesis Focus on promoting tourism	The researcher has tried to find out the impact of tourism policies' and that of RTDC on the growth and development of Tourism in Rajasthan. This Study has also focused on the problems of tourists and the role of official of RTDC. The findings of the dissertation would hopefully provide impetus to the department to do away with its short-coming to help improve things to meet the demands of the situation. This Study has also focused on the trends of national and international tourist's traffic .This may help the policy makers to prepare effective plans for the development of all regions of the country.
10	Malik, Gh.M. (2004)	Role of Indian railways in the promotion of tourism, a case	Thesis Focus on promoting	The researcher highlighted the need to focus on different aspects of Indian railways such as history, administration, management, pricing, engineering, signaling, rolling stock, etc

		study of palace on wheels	tourism	
11	Hussain, M.D.N. (2002)	Study of performance of tourism industry of Uttar Pradesh	Thesis Focus on problems of tourism sector	The researcher discussed problems and difficulties faced by the tourism sector in Uttar Pradesh such as, theft, sanitation, lack of water, supply of facilities, high coolies rates, parking problems, lack of local transportation, lack of lifts and rope ways and behaviors of shopkeepers, lack of professionalism, unhygienic conditions, lack of easily accessible information, lack of safety, poor visitor experience, restrictive air transport policy, multiplicity of taxes and the low priority accorded to tourism
12	Athar, S. (2003)	A study of government policy and structural changes in tourism sector since 1991	Thesis Focus on policy changes in tourism sector	The author emphasized that more investments should be made for the development of tourism. Other changes suggested include: special attention to route planning, Guides should be given special identity cards so that the tourists are assured that they are in safe hands, Conferences and conventions should be held, Websites should be created on the Indian tourism, Strong steps should be taken to stop the pollution on the beaches of Goa and Bombay etc
13	Reza, S. (2006)	A critical study of manpower planning in tourism sector in India	Thesis Focus on manpower planning in tourism sector	The author suggested that there should be an explicit corporate policy on human resource planning. Human Recourse Policy needs of the tourism organization should be seriously planned. The government should set up a high power committee consisting of human resource planning professionals. Human Recourse Policy programs should give due emphasis on high tech functional training to impart necessary skills. Inadequate infrastructure is another factor of much concern for Indian
14	Khalique, U (1995)	Sustainable Tourism in Rajasthan	Thesis Focus on	The researcher has examined the potential of sustainable tourism in Rajasthan suggesting that the environmental factors should be given due

			environmental sustainability	consideration in making policies and plans, for tourism activity affects environment the most.
15	Chanchal Kumar Sharma (2005)	Tourism Policy Innovations of an Indian State (Haryana) and Their Implications	Research Paper <i>Tourism: An International Interdisciplinary Journal</i>	The paper looks at the socio-cultural dimensions of various tourism strategies adopted by the state of Haryana, in order to underline the importance of ensuring effective planning and management for guaranteeing protection and preservation of cultural heritage, values, local environments and social well-being. It is thus a call for a mature response on part of the government for ensuring sustainable development of tourism and a need to develop a strategic partnership between all the stakeholders.
16	V. Basil Hans (2013)	Tourism in India: Dynamics of Innovation and Development	Research Paper <i>Social Science Research Network</i> (www.ssrn.com)	This paper not only traces the progress and position of India's tourism sector but also analyses the dilemmas in terms of environment, empowerment, affordability, accessibility, ethics and equity. Keeping in view the rich heritage as well as the prospects of high potential for hot-spot tourism, the paper explores what new policies and products can do for enhancing the capacity to face constraints and challenges.
17	Arakhita Behera (2013)	An Economic Study of Tourism Industry in India with Special Reference to Odisha	Research Paper <i>Social Science Research Network</i> (www.ssrn.com)	This study tries to examine the present status of tourism industry in Odisha. The result suggests that as the time passes, there is significant increase in the Domestic Tourist arrival in Odisha. The tourist's arrival registered a positive rate of 0.4 percent during the study period. All central and state governments, private bodies and voluntary organization should become the active partners to attain sustainable growth in tourism in India as well as in Odisha.
18	Joseph, D. A (2012)	Role of Tourism for Development of India	Research Paper <i>Social Science Research Network</i>	Over the past years, many developing and developed countries have considered tourism as an option for sustainable development of their nations. This paper attempts to investigate the

			(www.ssrn.com)	dynamics of the relationship between tourism sector development and economic growth of India. Promotion of sustainable tourism, through the development of policy tools, capacity building and awareness-raising programs, local involvement, guidelines for good practice and actual implementation remain essential goals.
19	Singh, A. K and Dwivedi, P. K. (2011)	Sustainable Tourism Development Through Ecotourism: A Conceptual Approach	Research Paper <i>Social Science Research Network</i> (www.ssrn.com)	Eco-tourism is the development of a region's tourism industry in such a way as to not damage or deplete the resources and attractions that make the region attractive to tourists. The learning of ecotourism offers many opportunities to reflect on the importance of sustainability, and the possibilities of implementing approaches which move us in a new track. In this paper, the authors have explored the sustainable growth with respect to self-sufficiency and dualistic development.
20	Sukla Basu (2014)	Case Studies on Constraints & Prospects in Sustainable Tourism	Research Paper <i>OIDA International Journal of Sustainable Development</i>	This paper attempts through intensive case studies across the state-nation-transnational boundaries to look into the geographical approaches in tourism development and the new trends in tourism have been focused upon in the regional (Eastern India) & national (India) context. The comparative analysis of the two countries reveals that there is scope for further development in accordance with the sustainable development principles. India needs to develop her resources to the fullest keeping in mind her huge human resource potential and has to raise her earnings through tourism considering her varied natural and socio-cultural aspects.

Despite these researches and developments, sustainable tourism development in India has a long way to go. Developing a comprehensive system for evaluating the tourism industry from sustainability perspective is just the beginning of the journey. The stupendous task of sensitizing

the stakeholders of the concept and principles of sustainable tourism and actually partnering with them to make tourism achieve its triple bottom-line is a long drawn aspiration. Given the resource constraint on one hand and growing pressure of the tourism sector on the other, it is imperative to explore the ways and means to enhance and facilitate the march towards sustainable tourism development in India. Further, problems or the issue of 'managing tour operators' – a key stakeholder in the tourism supply chain looms large and hence need to be further delved deeply.

2.8 RESEARCH GAPS

The key learning from the literature review as summarized above are indicative of the limitations of the present level of research and understanding. Some of the research gaps identified may be listed as follows:

- ⇒ While there are several studies on different aspects of tourism, and even sustainable tourism, no empirically validated framework for Sustainable Tourism Development was found, both in general and in the context of India.
- ⇒ Very few empirical studies on sustainable tourism in India have been found while reviewing the literature. Most of the research articles are conceptual in nature.
- ⇒ No research studies were found on Sustainable Tourism Development from stakeholders' perspective in India.
- ⇒ Although there are many studies surveying tour operators in other countries in the literature regarding Sustainable Tourism Development, but no such study was found for Indian context.

2.9 CHAPTER SUMMARY

This chapter started with the conceptual review of the 'Sustainable Tourism' and later delved deeper to explore the emerging dimension of Sustainable Tourism Development, such as "Economy", "Environment", and "Socio-culture". "Stakeholders Analysis" and "Tour Operators" discussed. Further, the research context of "Sustainable Tourism in India" is reviewed to gain a conceptual understanding of the domain. Finally, research gaps were identified for the development of proposed research model and further analysis. Next chapter lays down the research roadmap outlining the methodology adopted for research.

Chapter 3

RESEARCH METHODOLOGY

3.1 OVERVIEW OF THE STUDY

Sustainable tourism is no longer an emerging notion but an adopted practice in successful economies. However, developing economies have yet to integrate sustainable practices in the tourism sector in order to achieve a positive experience for all stakeholders-local people, tourism companies and the tourists as well.

As it is evident from the literature review, if sustainable tourism objectives are to be achieved all stakeholders have to contribute effectively and meaningfully, especially the tour operators who are the key service providers in the tourism supply chain. In this study, the main focus is to assess the role of stakeholders especially the tour operators and offer suggestions to help render their service and performance in a more productive and sustainable way. The study under consideration is expected to contribute to the discourse of sustainability in the tourism sector in India.

3.2 RESEARCH VARIABLES

Tourism is a multi-sectoral activity requiring active convergence of resources and hence has the potential to impact its surroundings both positively as well as negatively. Thus, the integration of the concept of sustainability with this sector is but imperative. While many dominant tourism organizations have recognized the importance to incorporate sustainability in their product offerings (Hardy *et al.*, 2002; Brambell and Lane, 1993), the concept of sustainable tourism has been widely explored by various scholars (Din, 1996; Hardy *et al.*, 2002; Butler, 1993) over the last two decades.

Sustainable tourism, thus, is commonly referred to as the “tourism which meets the needs of present tourists and host regions while protecting and enhancing opportunity for the future” (World Tourism Organization, 1993:7). In other words, sustainable tourism is the tourism which

can sustain local economies without damaging the environment (both natural and social) on which it depends (Countryside Commission 1995: 2).

While the United Nations World Tourism Organization (UNWTO) made an initiative in 1988 to define the term 'sustainable tourism', the 'Earth Summit' in Rio (1992), however, provided an implementation roadmap establishing the triple principles of environmental, economic, and social sustainability, which have been adopted by the tourism industry worldwide, including India. Further, the UNWTO established the Global Sustainable Tourism Criteria in 2011, which are an effort to come to a common understanding of sustainable tourism and represent the minimum that any tourism business should aspire to achieve. Keeping pace with the global developments like promotion of the "Global Sustainable Tourism Council" and their "Global Sustainable Tourism Criteria" (GSTC) for adoption by hotels and tour operators worldwide, Ministry of Tourism (Government of India) constituted a Committee in 2010 for defining Sustainable Tourism Criteria for India (STCI), which have been recently launched (MOT, GOI Press Release, August 2014).

Borrowing from the theoretical discussion on Sustainable Tourism, the research variables for the study comprises of four broad sets of macro constructs – Economic Factors, Environmental Factors, Socio-Cultural Factors and Sustainable Tourism Development in India. The relationship among these broad set of research variables, as adapted from the Sustainable Tourism literature (UNWTO, 1998), are depicted in Figure 3.1.

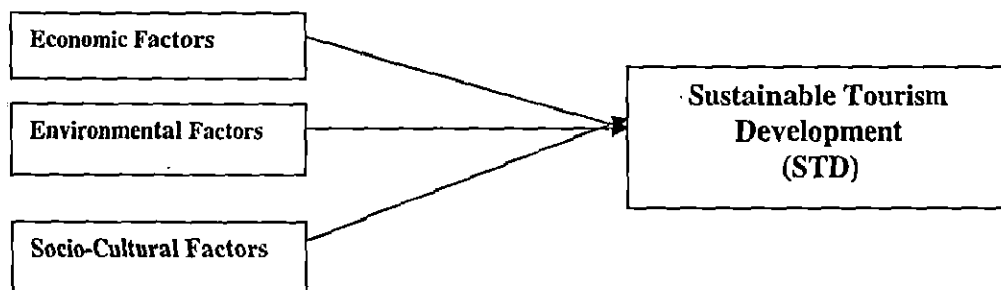


Figure 3.1 Factors of Sustainable Tourism Development (STD)

As depicted in figure 3.1, Economic Factors, Environmental Factors, and Socio-Cultural Factors are hypothesized as independent variables and the Sustainable Tourism Development in

India as the dependent variable. The list of macro variables of the study and its constituting micro variables are further listed in Table 3.1, drawing largely from “Global Sustainable Tourism Criteria” (GSTC) developed by UNWTO in 2011 and the Sustainable Tourism Criteria for India (STCI) established initially in 2011 by the Ministry of Tourism (Government of India) for Hotels and Tour Operators and later for other stakeholders in 2014.

Table 3.1: List of Macro and Micro Variables used in the Research

S.No	Macro Variables	Micro Variables	References
1	Economic Factors(EC) (3 micro variables)	Benefits to Local Community(BLC)	GSTCI (2009),Butler (1993),UNCED (1992), WEF. (2014), World Economic Forum-WEF. (2014), World Tourism Organization -UNWTO. (1997), World Travel & Tourism Council. WTTC. (2014).
		Employment Opportunities (EOP)	WEF. (2014), UNCED (1992),UNWTO-United Nations World Tourism Organization (2014), MoT (Ministry of Tourism India) (2014).
		Sustainable Infrastructure(SI)	Butler(1993), UNWTO-United Nations World Tourism Organization (1988), World Economic Forum-WEF. (2014), World Tourism Organization -UNWTO. (1997), World Travel & Tourism Council. WTTC. (2014), (GSTC,2011; STCI,2012, 2014).
2	Environmental Factors (EV) (2 micro variables)	Conserving Resources (CR)	GSTCI (2009), UNCED.(1992), UNWTO-United Nations World Tourism Organization (2014), World Commission on Environment and Development (1987), MoT (2014).
		Reducing Pollution (RP)	Butler(1993), UNCED (1992), UNWTO-United Nations World Tourism Organization (1988), World Tourism Organization -UNWTO. (1997), World Travel & Tourism Council. WTTC. (2014), MoT(2014), (GSTC,2011; STCI,2012, 2014).
3	Socio-Cultural Factors (SC) (2 micro variables)	Community Participation and development (CPD)	GSTCI (2009), WEF. (2014), UNWTO-United Nations World Tourism Organization (2014), World Travel & Tourism Council. WTTC. (2014), World Commission on Environment and Development (1987).
		Preserving Cultural Heritage (PCH)	Butler(1993), World Economic Forum-WEF. (2014), World Tourism Organization -UNWTO. (1997), MoT(2014).
4	Sustainable Tourism Development (STD) (2 micro variables)	Sustainable Management Practices (SMP)	GSTCI (2009), UNWTO-United Nations World Tourism Organization (1988), UNWTO-United Nations World Tourism Organization (2014), World Tourism Organization -UNWTO. (1997), World Travel & Tourism Council. WTTC. (2014), World Commission on Environment and Development (1987).
		Extent of Sustainable Development (ESD)	UNWTO-United Nations World Tourism Organization (1988), Butler(1993), GSTCI (2009), UNCED (1992), UNWTO-United Nations World Tourism Organization (2014), World Economic Forum-WEF. (2014), World Tourism Organization -UNWTO. (1997), World Travel & Tourism Council. WTTC. (2014), MoT(2014), (GSTC,2011; STCI,2012, 2014).

Thus, there are three independent macro variables and one dependent macro variable for the study. The micro variables constituting the macro variables are listed in Table 3.1, and are detailed in the next section.

3.2.1 Macro Variables

A brief explanation of the four macro variables may be presented as follows.

Economic Factors

Economic Factors refer to all the economic benefits envisaged with the implementation of sustainable tourism. As per the Global Sustainable Tourism Criteria (GSTC) laid down by UNWTO (2011) and Sustainable Tourism Criteria for India (STCI) framed by Ministry of Tourism, India in 2012, direct economic benefits include creation of employment opportunities and income generation (foreign exchange) especially in case of international tourism. This further leads to improved living standards of the local community and overall national and regional economic development as well (Allen, 1980; Elliott, 1994; Schmidt, 2011). Increased government revenues, through various types of taxation on tourism, can be used to develop infrastructural facilities and services etc. especially in the economically backward areas, thus, adding to the overall economic development. Economic benefits are usually the primary reasons for developing sustainable tourism development.

Thus, for the purpose of the study under consideration, Economic Factors is defined to comprise of three micro variables: Benefits to Local Community, creation of Employment Opportunities and Sustainable Infrastructure. These micro variables are further explained in subsequent sections.

Environmental Factors

Emphasizing self-perpetuating limits of its environment (Coomer, 1979; Turner, 1988), maintaining their long-term viability (Brundtland Report, 1987; Eber, 1992) and highlighting the significance of policy prescriptions and management methods for tourism development such that environmental resource base is protected for future development (Lane, 1994; Hunter, 1997, Wackernagel and Rees, 1996) have been the core of Sustainable tourism development agenda. Environmental dimension of sustainable tourism ensures that its development is compatible with

the preservation of essential ecology, biological diversity; protect the environment and biological resources. It is, therefore, important that the businesses involved in the tourism sector can choose sustainable ventures over other more polluting ventures. To develop tourism in a sustainable manner, it is necessary to define optimal tourism destinations in local areas and regions, ensuring facilities for tourists with minimum impact on and disruption of the physical environment by Conserving Resources and Reduction Pollution (GSTC, 2011; STCI, 2012, 2014).

Thus, for the purpose of the study under consideration, Environmental Factors is defined to comprise of two micro variables: Conserving Resources (CR) and Reduction Pollution (RP). These micro variables are further explained in subsequent sections.

Socio-Cultural Factors

Focus on Social and cultural sustainability has been an inherent part of the triple bottom line of sustainable development (Brundtland Report, 1987), which has been integrated with sustainable tourism (Brundtland Committee, 1990; WTO, 2004). This requires coordination and implementation of various long term programs involving all stakeholders including community organizations, relevant government agencies, and also religious organizations that exist in the area. The output of the program includes imparting of education, both community education about tourism (sometimes called public awareness programs) and tourist education about the local society and cultural traditions. The other type of output is cultural conservation, which may include techniques and programs for conservation and often presentations to tourists relative to dance and music, arts and handicrafts, special cultural events and annual festivals, archaeological, historic and architectural preservation. Thus, Socio-Cultural Factors ensure that development of the tourism sector is well-suited with the culture and values of the people affected by it, and that the preservation of cultural heritage should take to reinforce social and cultural identity.

Thus, for the purpose of the study under consideration, Socio-Cultural Factors is defined to comprise of two micro variables: Community Participation and Development and Preserving Cultural Heritage (GSTC, 2011; STCI, 2012, 2014). These micro variables are further explained in subsequent sections.

Sustainable Tourism Development in India

Sustainable Tourism Development is the dependent variable for the study under consideration and captures the perception regarding the status of sustainable tourism in India by the key stakeholder-Tour Operators- surveyed. Though tourism is essentially an economic activity, sustainable tourism has become subsumed by the broader notion of Sustainable Development, conceived as tourism “development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (Bramwell and Lane, 1993; World Commission on Environment and Development WCED, 1987, p.43) and is framed by the domains of environmental integrity, social equity and economic prosperity (Bansal, 2005). Hence, assessing the status of sustainable tourism has been defined for the study as a composite measure of sustainable management systems and practices in place (indicators as suggested by GSTC, 2011 and STCI, 2012) and the extent of sustainability initiatives implemented with respect to the economy, environment and socio-cultural dimensions.

Thus, for the purpose of the study under consideration, Sustainable Tourism Development in India is defined to comprise of two micro variables: Sustainable Management Practices and Extent of Sustainable Tourism Development (GSTC, 2011; STCI, 2012, 2014) perceived by the respondent. These micro variables are further explained in subsequent sections.

3.2.2 Micro Variables

Each of the four macro variables described above are constituted by micro variables which are explained below.

Micro Variables Related to Economic Factors

Three micro variables related to Economic Factors have been identified from the literature and the criteria and indicators established by Ministry of Tourism, India (STCI, 2012; 2014) for Tour Operators. They are defined in the context of the research as follows.

(i) Benefits to Local Community (BLC)

If tourism is to be sustainable, it must improve the lives and health of local people; and offer them a better future. In many instances, tourism can be seen as a vehicle to empower local communities and protect the environment by creating through the new employment opportunities, developing and sustaining of local economies, preserving indigenous knowledge

and practices, creating public awareness and education. Sustainable tourism can help create positive opportunities for community development in remote areas.

This micro variable captures the benefits to local community such as employing local residents, purchasing local services and goods, encouraging the means for local small entrepreneurs to develop and sell sustainable products that are based on the area's nature, history and culture (including food and drink crafts performance arts, agricultural products (GSTC, 2011; STCI, 2012, 2014).

(ii) Employment Opportunities (EOP)

One of the direct economic benefits envisaged from sustainable tourism is the creation of employment opportunities and generation of income (foreign exchange) especially in case of international tourism. This further leads to improved living standards of the local community and overall national and regional economic development as well (Allen, 1980; Elliott, 1994, Schmidt, 2011).

The micro variable- *Employment Opportunities (EOP)* - captures the extent of equal opportunities in recruitment and career growth to all segments of society irrespective of caste creed religion ethnicity and gender by the organizations involved in tourism sector and that all employees including contractual labor are treated in accordance with national legislation and are paid a fair wage (GSTC, 2011; STCI, 2012, 2014).

(iii) Sustainable Infrastructure (SI)

Economic benefits, especially developing sustainable infrastructure are usually the primary reasons for developing sustainable tourism development. Increased government revenues, through various types of taxation on tourism, can be used to develop infrastructural facilities and services etc. especially in the economically backward areas, thus, adding to the overall economic development.

The micro economic variable- *Sustainable Infrastructure (SI)*- measures the perception whether the design and construction of buildings and infrastructure comply with land usage and protected or heritage area requirements and respect the natural, cultural, social, built and heritage surroundings in design, impact assessment, land rights and acquisition. It also captures whether the organizations in the tourism sector use locally appropriate principles of sustainable construction, including local styles, skills and materials for new construction and additions or

extensions to property and provide access and facilities for persons with special needs in accordance with principles of universal design (GSTC, 2011; STCI, 2012, 2014).

Micro Variables Related to Environmental Factors

Two micro variables related to Environmental Factors have been identified from the literature and the criteria and indicators established by Ministry of Tourism, India (STCI, 2012, 2014) for Tour Operators. They are defined in the context of the research as follows.

(i) Conserving Recourses (CR)

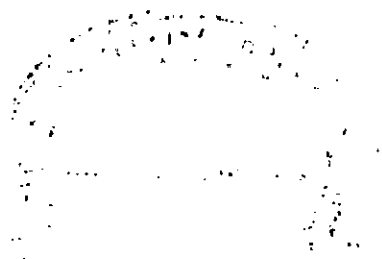
Environment, especially Conserving Recourses (CR) is usually the primary reasons for developing sustainable tourism development. Encouraging the use of renewable energy, management plan is implemented with quantitative goals to minimize waste, can be used to develop sustainable tourism and other services etc. especially in the environmentally backward areas, thus, adding to the overall tourism development.

This micro environment variable captures whether the organizations in the tourism sector strive for energy and water consumption by measuring it and attempt to decrease overall consumption, while encouraging the use of renewable energy and encouraging rainwater harvesting wherever water tables have been receding (GSTC, 2011; STCI, 2012, 2014).

(ii) Reducing Pollution (RP)

Reducing Pollution (RP) is usually the main reason for developing sustainable tourism development. Encouraging the use of encouraging the use of renewable energy and rainwater harvesting can be used to develop environment, adding to the overall tourism development.

This micro environment variable captures whether the organizations in the tourism sector implements plans to identify greenhouse gas emission under its control and activate measures to offset it, whether wastewater including gray water is treated effectively and reused where possible and that a solid waste management plan is implemented with quantitative goals to minimize waste that is non-biodegradable, not reused or recycled (GSTC, 2011; STCI, 2012, 2014).



Micro Variables Related to Socio-Cultural Factors

Two micro variables related to Socio-Cultural Factors have been identified from the literature and the criteria and indicators established by Ministry of Tourism, India (STCI, 2012, 2014) for Tour Operators. They are defined in the context of the research as follows.

(i) Community Participation and development

Community Participation (CP) and development is an important imperative for developing sustainable tourism development. Sustainable tourism should result in community development including among others, infrastructure, education, health, and sanitation which strengthens the socio-cultural environment, adding to the overall tourism development.

This micro socio-cultural variable captures whether the organizations actively supports initiatives for social and community participation and development including among others, infrastructure, education, health, and sanitation and ensures that a code of behavior for activities in local communities has been developed with the consent of and in collaboration with the community (GSTC, 2011; STCI, 2012, 2014).

(ii) Preserving Cultural Heritage

Preserving Cultural Heritage may be long term and continuous programs, but is critical to guarantee that development is well-suited with the culture and values of the people affected by it, and that preservation should take to reinforce social and cultural identity. Several approaches are followed in controlling possible negative socio-cultural impacts and ensuring positive ones relative to the Sustainable Tourism Development in India.

This micro socio-cultural variable captures whether the organizations ensure that historical and archaeological artifacts are not sold traded or displayed, except as permitted by law and that the intellectual property rights of local communities is/will be respected whenever the organization uses elements of local art and tradition architecture or cultural heritage in its operations design, decoration, food or shops (GSTC, 2011; STCI, 2012, 2014).



Micro Variables Related to Sustainable Tourism Development

Two micro variables related to ‘Sustainable Tourism Development Factors’ have been identified from the literature and the criteria and indicators established by Ministry of Tourism, India (STCI, 2012, 2014) for Tour Operators. They are defined in the context of the research as follows.

(i) Sustainable Management Practices (SMP)

Sustainable Management Practices (SMP) is one of the indicators of tourism sustainable. This micro dependent variable captures whether the organizations has implemented a long – term ‘Sustainability Management System’ that considers environmental, socio-cultural, quality, health and safety issues, is in compliance with all relevant national legislation and regulations and ensures that tourists satisfaction is measured and corrective action is taken, where appropriate (STCI, 2012, 2014).

(ii) Extent of Sustainable Development (ESD)

Extent of Sustainable Development (ESD) is the actual extent to which sustainable tourism development has taken place in India’s context as per the perception of the surveyed stakeholders in the tour operator segment. This micro dependent variable captures the extent to which economic benefits to the local community is accrued, employment opportunities for the local residents of tourists destinations is created, design and construction of infrastructural facilities for tourists is sustainable, conservation of natural resources is undertaken by minimizing the consumption and waste and environmentally friendly practices adopted that lead to reduction in pollution. It also captures extent to which efforts are undertaken to conserve diversity and ecosystem, ensure community participation and development, and preservation of cultural heritage (STCI, 2012, 2014).

3.3 CONCEPTUAL FRAMEWORK OF RESEARCH

As drawn from sustainability and tourism literature, the basic premise of this research is sustainable tourism can be leveraged by managing its triple bottom line - Economic, Environmental, and Socio-Cultural dimensions. Four broad sets of macro research variables namely - Economic Factors, Environmental Factors, Socio-Cultural Factors, and Sustainable Tourism Development Factors have been used, as explained above. The basic framework of this

research attempts to delineate relationships between dimensions of sustainable tourism on one hand and the extent of Sustainable Tourism Development on the other.

Thus, the broad conceptual framework for the research hypothesizing possible linkage of the independent variables – Economic Factors, Environmental Factors, Socio-Cultural Factors with the dependent variables - Sustainable Tourism Development Factors (Sustainable Management Practices and Extent of Sustainable Development) in the context of India, is depicted in Figure 3.2.

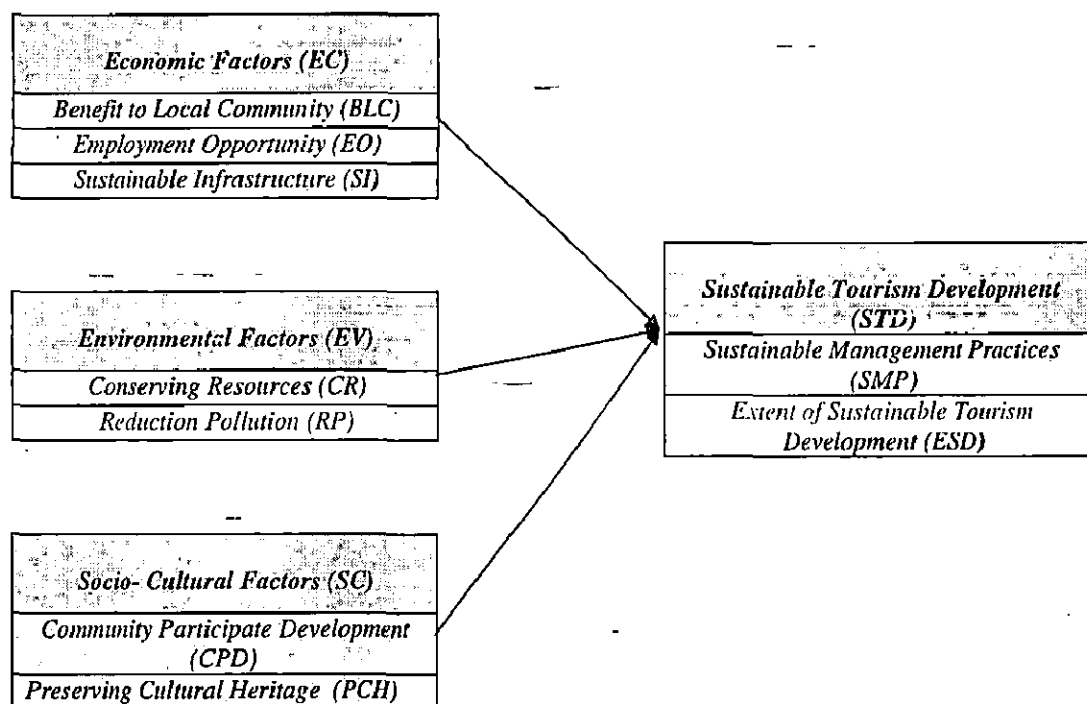


Figure 3.2: Conceptual Research Framework

3.4 RESEARCH HYPOTHESES

Given the research objectives, propositions and the conceptual framework, as presented in Figure 3.2, two sets of hypotheses can be formulated and tested. First set consists of hypotheses for macro variables and the other set comprises of hypotheses for micro variable. The hypotheses of

association for macro variables compare and test the conceptual framework as depicted in Figure 3.2. Thus, with four sets of macro variables namely Economic Factors, Environmental Factors, Socio-Cultural Factors, and Sustainable Tourism Development Factors, the hypotheses linking the macro variables may be presented as follows.

3.4.1Hypotheses of Association for Macro Variables

Null Hypothesis: One macro research variable is not a predictor of the other macro variable.

Alternate Hypothesis: One macro research variable is a predictor of the other macro variable.

Similarly, all hypotheses for macro research variables have been formulated as both null and alternate hypotheses, as explained below.

Predictors of Sustainable Tourism Development Factors:

Null Hypothesis (HA0ECSTD): Economic Factor is not a predictor of Sustainable Tourism Development in India.

Alternate Hypothesis (HAECSTD): Economic Factor is a predictor of Sustainable Tourism Development in India.

Null Hypothesis (HA0EVSTD): Environmental Factor is not a predictor of Sustainable Tourism Development in India.

Alternate Hypothesis (HAEVSTD): Environmental Factor is a predictor of Sustainable Tourism Development in India.

Null Hypothesis (HA0SCSTD): Socio-Cultural Factor is not a predictor of Sustainable Tourism Development in India.

Alternate Hypothesis (HAESCSTD): Socio-Cultural Factor is a predictor of Sustainable Tourism Development in India.

Table 3.2: Hypotheses Relating to Macro Variables

<i>Dependent Variable</i>	<i>Associated with Variable</i>	<i>Alternate Hypotheses Code</i>
Sustainable Tourism Development (STD)	<i>Economic Factors(EC)</i>	<i>HAECSTD</i>
	<i>Environmental Factors(EV)</i>	<i>HAEVSTD</i>
	<i>Socio-Cultural Factors (SC)</i>	<i>HASCSTD</i>

3.4.2 Hypotheses of Association for Micro Variables

Hypotheses for micro variables are written in a tabular form indicating that the independent variables are predictors of dependent variables. In all, there are twenty one micro hypotheses for the study. Micro hypotheses each set of macro variables are explained as follows:

Micro Hypotheses with Economic Factors as Predictors of Dependent Variables

There are three micro variables of Economic factors namely, Benefit to the Local Community (BLC), creating Employment Opportunities (EOP) and Sustainable Infrastructure (SI) and their relationship with three dependent variables; sustainable Tourism Development(STD) (macro dependent variable) and Sustainable Management Practices(SMP) and Extent of Sustainable Development(ESD) (micro dependent variables) are hypothesized and the hypothesis code is presented in Table 3.3 from which a sample Null and Alternate hypothesis is explained as follows:

(i) Micro Hypotheses with Benefit to the Local Community (BLC) as Predictors

Null Hypothesis (HAoBLCSTD): Benefit to the Local Community (BLC) Factor is not a predictor of Sustainable Tourism Development in India.

Alternate Hypothesis (HAEBLCSTD): Benefit to the Local Community (BLC) Factor is a predictor of Sustainable Tourism Development in India.

Null Hypothesis (HAoBLCSMP): Benefit to the Local Community (BLC) Factor is not a predictor of Sustainable Management Practices (SMP) in India.

Alternate Hypothesis (HAEBLCSMP): Benefit to the Local Community (BLC) Factor is a predictor of Sustainable Management Practices (SMP) in India.

Null Hypothesis (HAoBLCESD): Benefit to the Local Community (BLC) Factor is not a predictor of Extent of Sustainable Development (ESD) in India.

Alternate Hypothesis (HAEBLCESD): Benefit to the Local Community (BLC) Factor is a predictor of Extent of Sustainable Development (ESD) in India.

(ii) Micro Hypotheses with Employment Opportunity (EOP) as Predictors

Null Hypothesis (HAoEOSTD): Employment Opportunity (EOP) Factor is not a predictor of Sustainable Tourism Development in India.

Alternate Hypothesis (HAEOSTD): Employment Opportunity (EOP) Factor is a predictor of Sustainable Tourism Development in India.

Null Hypothesis (HAoEOSMP): Employment Opportunity (EOP) Factor is not a predictor of Sustainable Management Practices (SMP) in India.

Alternate Hypothesis (HAEOSMP): Employment Opportunity (EOP) Factor is a predictor of Sustainable Management Practices (SMP) in India.

Null Hypothesis (HAoEOEST): Employment Opportunity (EOP) Factor is not a predictor of Extent of Sustainable Development (ESD) in India.

Alternate Hypothesis (HAEOSTD): Employment Opportunity (EOP) Factor is not a predictor of Extent of Sustainable Development (ESD) in India.

(ii) Micro Hypotheses with Sustainable Infrastructure (SI) as Predictors

Null Hypothesis (HAoSISTD): Sustainable Infrastructure (SI) Factor is not a predictor of Sustainable Tourism Development in India.

Alternate Hypothesis (HASISTD): Sustainable Infrastructure (SI) Factor is a predictor of Sustainable Tourism Development in India.



Null Hypothesis (HA0SISMP): Sustainable Infrastructure (SI) Factor is a predictor of Sustainable Management Practices (SMP) in India.

Alternate Hypothesis (HASISMP): Sustainable Infrastructure (SI) Factor is a predictor of Sustainable Management Practices (SMP) in India.

Null Hypothesis (HA0SISTD): Sustainable Infrastructure (SI) Factor is not a predictor of Extent of Sustainable Development (ESD) in India.

Alternate Hypothesis (HASISTD): Sustainable Infrastructure (SI) Factor is a predictor of Extent of Sustainable Development (ESD) in India.

Table 3.3: Micro Hypotheses (Alternate) Relating Economic Factors as Predictors of Dependent Variables

<i>Dependent Variables</i> 	<i>Sustainable Tourism Development (STD)</i>	<i>Sustainable Management Practices (SMP)</i>	<i>Extent of Sustainable Development (ESD)</i>
<i>Economic Factors</i> 			
<i>Benefit to Local Community (BLC)</i>	<i>HABLCSTD</i>	<i>HABLCSMP</i>	<i>HABLCESD</i>
<i>Employment Opportunity (EO P)</i>	<i>HAEOPSTD</i>	<i>HAEOPSMP</i>	<i>HAEOPESD</i>
<i>Sustainable Infrastructure (SI)</i>	<i>HASISTD</i>	<i>HASISMP</i>	<i>HASIESD</i>

Micro Hypotheses with Environmental Factors as Predictors of Dependent Variables

There are two micro variables of Environmental factors namely, Conserving Resources (CR), and Reduction Pollution (RP) and their relationship with three dependent variables; sustainable Tourism Development (STD), (macro dependent variable). Sustainable Management Practices (SMP) and Extent of Sustainable Development (ESD) (micro dependent variables) are hypothesized and the hypothesis code is presented in Table 3.4, from which a sample null and alternate hypothesis is explained as follows:

(i) Micro Hypotheses with Conserving Resources (CR) as Predictors

Null Hypothesis (HAoCRSTD): Conserving Resources (CR) Factor is not a predictor of Sustainable Tourism Development in India.

Alternate Hypothesis (HACRSTD): Conserving Resources (CR) Factor is a predictor of Sustainable Tourism Development in India.

Null Hypothesis (HAoCRSMP): Conserving Resources (CR) Factor is a predictor of Sustainable Management Practices (SMP) in India.

Alternate Hypothesis (HACRSMP): Conserving Resources (CR) Factor is a predictor of Sustainable Management Practices (SMP) in India.

Null Hypothesis (HAoCRES D): Conserving Resources (CR) Factor is not a predictor of Extent of Sustainable Development (ESD) in India.

Alternate Hypothesis (HACRES D): Conserving Resources (CR) Factor is a predictor of Extent of Sustainable Development (ESD) in India.

(ii) Micro Hypotheses with Reduction Pollution (RP) as Predictors

Null Hypothesis (HARPSTD): Reduction Pollution (RP) Factor is not a predictor of Sustainable Tourism Development in India.

Alternate Hypothesis (HASISTD): Reduction Pollution (RP) Factor is a predictor of Sustainable Tourism Development in India.

Null Hypothesis (HAoRPSMP): Reduction Pollution (RP) Factor is a predictor of Sustainable Management Practices (SMP) in India.

Alternate Hypothesis (HARPSMP): Reduction Pollution (RP) Factor is a predictor of Sustainable Management Practices (SMP) in India.

Null Hypothesis (HAoRPESD): Reduction Pollution (RP) Factor is not a predictor of Extent of Sustainable Development (ESD) in India.

Alternate Hypothesis (HARPE SD): Reduction Pollution (RP) Factor is a predictor of Extent of Sustainable Development (ESD) in India.

Table 3.4 Micro Hypotheses (Alternate) Relating Environmental Factors as Predictors of Dependent Variables

<p><i>Dependent Variables</i> \Rightarrow</p> <p><i>Environmental Factors</i></p> <p>\Downarrow</p>	<p><i>Sustainable Tourism Development</i></p> <p><i>(STD)</i></p>	<p><i>Sustainable Management Practices</i></p> <p><i>(SMP)</i></p>	<p><i>Extent of Sustainable Development</i></p> <p><i>(ESD)</i></p>
<i>CR(Conserving Resources)</i>	<i>HACRSTD</i>	<i>HA4CRSMP</i>	<i>HA4CRESD</i>
<i>RP (Reduction Pollution)</i>	<i>HARPSTD</i>	<i>HARPSMP</i>	<i>HARPESD</i>

Micro Hypotheses with Socio-Cultural Factors as Predictors of Dependent Variables

There are two micro variables of Socio-Cultural factors—namely, Community Participation Development (CPD) and PCH Preserving Cultural Heritage (PCH) and their relationship with three dependent variables; sustainable Tourism Development (STD), (macro dependent variable). Sustainable Management Practices (SMP) and Extent of Sustainable Development (ESD) (micro dependent variables) are hypothesized and the hypothesis code is presented in Table 3.5 from which a sample Null and Alternate hypothesis is explained as follows:

(i) Micro Hypotheses with Community Participation Development (CPD) as Predictors

Null Hypothesis (HAoCPDSTD): Community Participation Development (CPD) Factor is not a predictor of Sustainable Tourism Development in India.

Alternate Hypothesis (HACPDSTD): Community Participation Development (CPD) Factor is a predictor of Sustainable Tourism Development in India.

Null Hypothesis (HAoCPDSMP): Community Participation Development (CPD) Factor is a predictor of Sustainable Management Practices (SMP) in India.

Alternate Hypothesis (HACPDSMP): Community Participation Development (CPD) Factor is a predictor of Sustainable Management Practices (SMP) in India.

Null Hypothesis (HAoCPDESD): Community Participation Development (CPD) Factor is not a predictor of Extent of Sustainable Development (ESD) in India.

Alternate Hypothesis (HACPDESD): Community Participation Development (CPD) Factor is a predictor of Extent of Sustainable Development (ESD) in India.

(ii) Micro Hypotheses with Preserving Cultural Heritage (PCH) as Predictors

Null Hypothesis (HAoPCHSTD): Preserving Cultural Heritage (PCH) Factor is not a predictor of Sustainable Tourism Development in India.

Alternate Hypothesis (HAPCHSTD): Preserving Cultural Heritage (PCH) Factor is a predictor of Sustainable Tourism Development in India.

Null Hypothesis (HAoPCHSTD): Preserving Cultural Heritage (PCH) Factor is a predictor of Sustainable Management Practices (SMP) in India.

Alternate Hypothesis (HAPCHSTD): Preserving Cultural Heritage (PCH) Factor is a predictor of Sustainable Management Practices (SMP) in India.

Null Hypothesis (HAoPCHSTD): Preserving Cultural Heritage (PCH) Factor is not a predictor of Extent of Sustainable Development (ESD) in India.

Alternate Hypothesis (HAPCHSTD): Preserving Cultural Heritage (PCH) Factor is a predictor of Extent of Sustainable Development (ESD) in India.

Table 3.5: Micro Hypotheses Relating Socio-Cultural Factors as Predictors of Dependent Variables

<i>Dependent Variables</i> <i>Socio-Cultural Factors</i> ⇒ ⇓	<i>Sustainable Tourism Development (STD)</i>	<i>Sustainable Management Practices (SMP)</i>	<i>Extent of Sustainable Development (ESD)</i>
<i>Community Participation Development (CPD)</i>	<i>HACPDSTD</i>	<i>HACPDSMP</i>	<i>HACPDESD</i>
<i>Preserving Cultural Heritage (PCH)</i>	<i>HAPCHSTD</i>	<i>HAPCHSMP</i>	<i>HAPCHESD</i>

3.5 RESEARCH METHODOLOGY

The basic approach of the study is to develop the conceptual research model at the outset on the basis of literature review, and then validate and interpret them with the help of empirical studies. For this the entire study is divided into three phases, the outline of which is discussed below and is depicted in the Figure 3.3.

Phase I-Conceptual Review and Hypotheses Formulation

An extensive literature review led to the identification of dimensions and criteria of Sustainable Tourism Development, both in general and in the context of India, which led to the crystallization of the research variables for the study. Further, the relationships between the research variables were hypothesized based on insights from the literature, and were used to propose the conceptual research model. As a result the research hypotheses predominantly explore the possible relationship of the three independent macro research constructs namely- Economic, Environmental and Socio-Cultural Factors- with the Extent of Sustainable Tourism Development in India (Dependent Variable).

Phase-II Stakeholders Analysis and TISM Analysis based on Expert Interview

In the second phase of the study, a descriptive analysis of the status of Sustainable Tourism based on secondary data is presented and the role of the key stakeholders namely- the government, tourists, NGOs, local communities, and tour operators is undertaken. For this various policy documents, industry reports and other published secondary sources have been referred to.

Further, a qualitative analysis of the opinion of the domain experts regarding the inter-relationship among variables affecting sustainable tourism in India is presented. For this, structured interview of ten experts from tourism industry, academia and associations, using a template, were conducted and analyzed. A qualitative tool called Total Interpretive Structural Modeling (TISM) has been used to structurally model the variables affecting the development of sustainable tourism in India.

Phase -III-Empirical Study for Hypotheses Testing

The testing of hypotheses was carried out through questionnaire based survey eliciting response from various Inbound and Domestic Tour Operators. The conceptual research model proposed for the study was validated and interpreted with reference to Tour Operators.

Finally, the results from the descriptive study, expert interview and the empirical study are synthesized, based on which suggestions for a more sustainable management of the tourism sector have been outlined.

The outline of the methodology proposed may be depicted in the Figure 3.3.

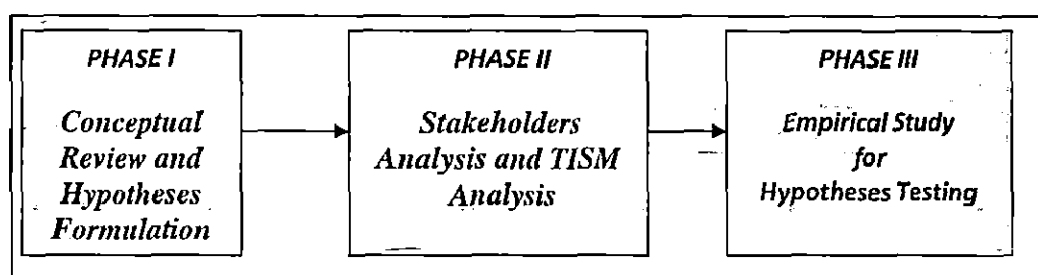


Figure 3.3: Phases in Research Methodology

3.5.1 Conceptual Review and Hypotheses Formulation

An extensive literature review has been undertaken across broad themes related to the research like sustainable development, sustainable tourism, stakeholder analysis along with the review of the domain i.e. tourism sector in India and sustainable tourism in India. Several secondary sources were used for conducting the conceptual review like academic journals accessed from various online databases (Ebsco, Emerald, Proquest, Elsevier etc), published reports, articles and news items from several sites especially the official sites of the United Nations World Trade organization (UNWTO) and Ministry of Tourism, India.

This led to the identification of dimensions and criteria of Sustainable Tourism Development, both in general and in the context of India, which led to the crystallization of the research variables for the study. Further, the relationships between the research variables were hypothesized based on insights from the literature, and were used to propose the conceptual research model. As a result the research hypotheses predominantly explore the possible

relationship of the three independent macro research constructs namely- Economic, Environmental and Socio-Cultural Factors- with the Extent of Sustainable Tourism Development in India (Dependent Variable).

3.5.2 Research Methodology for Stakeholder Analysis

A descriptive analysis of the status of sustainable tourism, based on secondary data, is presented and the role of the key stakeholders has been analyzed in the second phase of the study. Stakeholder Analysis includes identifying and analyzing the key stakeholders 'stake in project planning and also in its implementation. According to Jacek Kugler and Brian Efind (2008), Stakeholder Analysis (SA) is a methodology, which is used to facilitate institutional and policy reform processes by accounting for and often incorporating the needs of those, who have a 'stake' or an interest in the reforms under consideration. With information on stakeholders, their interests, and their capacity to oppose reform, reform advocates can choose how to provide best accommodate them, thus assuring that the policies are politically and realistic all sustainable. Although Stakeholder Analysis originated from the business sciences, it has evolved into a field that now incorporates economics, political science, game and decision theory, and environmental sciences.

An important stage in stakeholder analysis is identification of stakeholders for the domain. Clarkson (1995) defines stakeholders as 'persons or groups that have or claim ownership rights or interests in a corporation and its activities, past, present, or future'. He categorizes them as primary stakeholders, who are essential to the survival and wellbeing of the organization (shareholders, employees, customers and those with regulatory authority or other forms of power over the organization), and secondary stakeholders, with whom the organization interacts but who are not essentially for needed for its survival (Freeman 1984; Clarkson 1995). They are also categorized according to their organizational location: internal ones (operating within the bounds of the organization), interface ones who interact with the external environment and external stakeholders (usually other organizations), who may contribute to, compete with, or have a special interest in the functioning of one's organization (Fottler *et al.* 1989; Blair and Fottler 1990). Some of the key stakeholders identified for sustainable tourism in India, identified from the literature and informal discussions with experts, include the Government, Tour Operating companies, Tourists, NGOs, Local Community etc. and are listed in the Table 3.6.

Table 3.6 Key Stakeholders of Sustainable Tourism in India

S. No	Stakeholder	Sub-Sector	Rationale for Inclusion
1	Government	Central level (executive, planning, finances, human resources, operations)	The central level of the MoT will be responsible for planning and implementing the policy being analyzed. They also will be affected by this process, mainly in terms of the redistribution of power from the central level to the provincial and local levels, and will be held to the new results budgeting.
		Provincial and local levels (directors of provinces, areas)	Since the process being analyzed includes decentralization, the provincial and local levels of the MOT will be responsible for fulfilling many of these changes. In addition, they will be held to new standards for receiving budget, personnel, and supplies from the central level.
		Ministry of Tourism	Since the policy deals with resource allocation, and the Ministry of Tourism currently controls this allocation, support from these officials for the new policy is required to implement the change.
2	Tourists	Foreign and Domestic	Contribute to the conservation of any habitat of flora and of any site whether natural or cultural, which may be affected by tourism. Strictly follow the guidelines for personal safety and security.
3	Tour Operators	Domestic /Inbound (IDOM/IND)	They are very influential in determining the direction of STD reform efforts
4	Local Community at tourist destination		The local representatives have significant impact on implementation of STD reform efforts in the regions and represent the provinces' views to the Congress; those to be interviewed are involved in the issues related to this topic
5	NGO's	Tour Operators Unions	They are becoming socially more aware. Non-profit organization that uses tourism as an economic platform to create and sustain jobs for rural communities throughout India.

The role of Government, NGOs, Local Community and Tourists in the context of India has been analyzed and reported in chapter four. For this various policy documents, industry reports and other published secondary sources have been referred.

3.5.3 Research Methodology for TISM

After the proposed research constructs (sustainable tourism development) were identified from the literature for the Indian context, it was but imperative to delineate the interaction/relationship among them for better clarity and understanding for the Indian context. For this a qualitative tool called 'Total Interpretive Structural Modeling (TISM)' (Sushil, 2009b) has been used which is actually an innovative form of the Interpretive Structural Modeling (ISM) technique - the philosophical and analytical basis of which is provided by Warfield (1973, 1974). ISM is a process that transforms unclear and poorly articulated mental models of systems into visible, well-defined models useful for many purposes (Saxena, Sushil, and Vrat, 2006). The user of this technique with the help of experts identifies and interprets the relationship between a complex set of factors. After a series of iterations, a hierarchical structure of relationship among the variables is extracted and depicted in the form of a diagraph. Thus, in an ISM it is just the links between various nodes (variables) that are represented diagrammatically and the interpretive logic behind the link is not depicted. TISM, however, addresses this gap by providing the interpretive logic behind every link by recording the logic/reason at the time of taking the inputs from the experts.

For a complex problem, like the one under consideration, where an attempt is made to study continuity and change management – a new frontier, and that too in a new domain like e-government, TISM technique is bound to add clarity and value in developing conceptual constructs. This methodology has been adopted to obtain two sets of structural hierarchy of relationship among the forces driving change and continuity in e-government in Indian context. The basic steps undertaken to develop a TISM are diagrammatically portrayed in Figure 3.4.

Experts' opinion have been elicited regarding the inter-relationships among variables in promoting sustainable tourism in India, using structured interview and has been reported in the subsequent part of the chapter four.

3.5.4 Research Methodology for the Empirical Survey

The empirical research under consideration was primarily carried out using the scientific method for opinion survey. Empirical Survey as a scientific method of enquiry is best suited for a

research where original/primary data is collected for describing a population too large to observe directly (Babbie, 2004). It is frequently used in social science research where a researcher selects a sample of respondents and administers a standardized questionnaire to them.

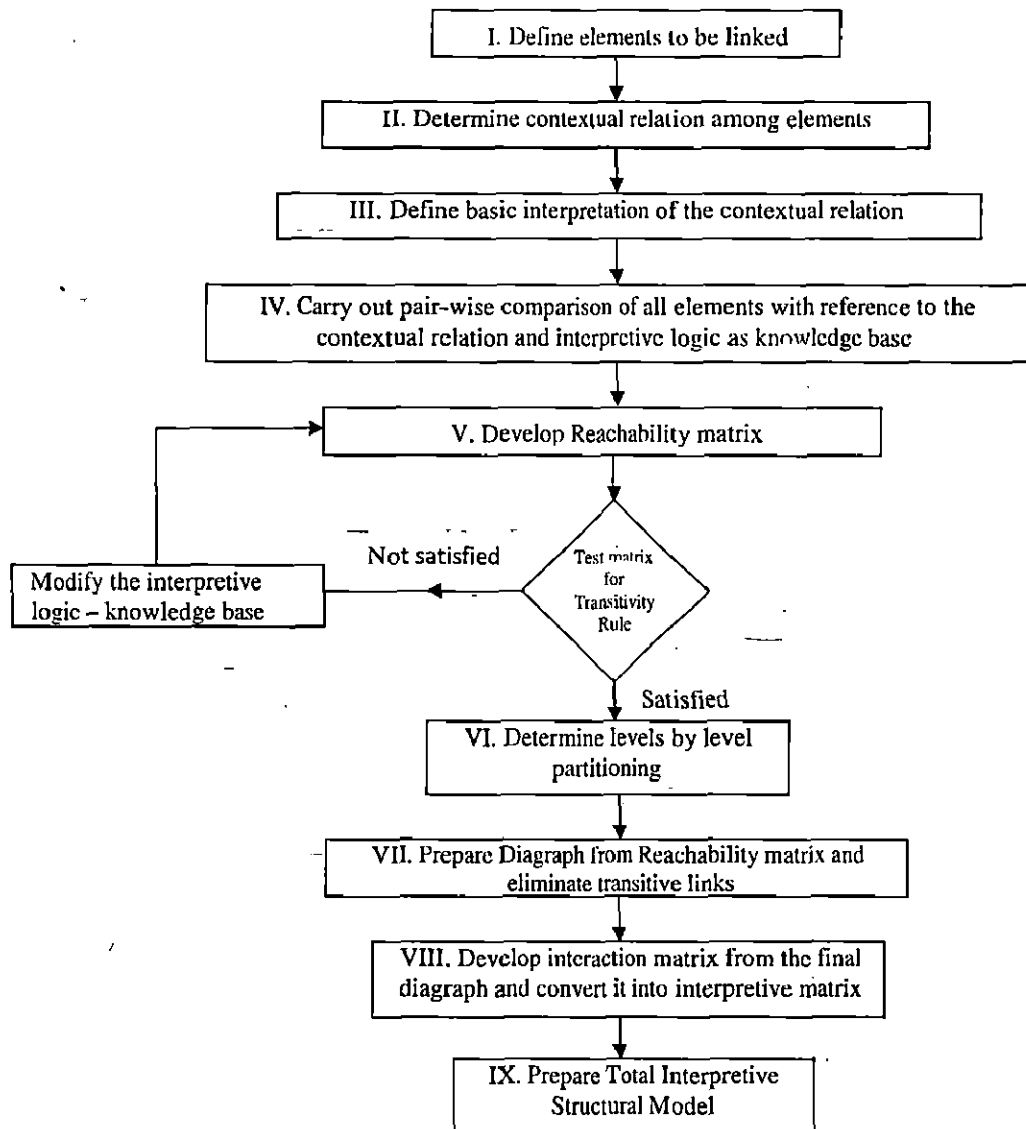


Figure 3.4: Basic Steps in TISM (Total Interpretive Structural Modeling) Process
(Source: (Saxena et al., 2006))

The survey based research has been liberally used in management research as well but has been criticized for the statistical weaknesses (lack of validity, reliability) and inconclusiveness (risk of generating no cumulative knowledge). Thus, adequate steps should be undertaken for establishing the rigor and relevance of the research method adopted. The research

process must be objective to reduce a biased interpretation of the results documenting all data and methodology so that it is available for careful scrutiny by other theorist and domain experts, thereby allowing other researchers the opportunity to verify results by attempting to reproduce them. This also permits statistical measures of the reliability (of these data) to be established.

The empirical survey in this research aims at developing basic understanding about the likely impact of the Economic, Environmental and Socio-Cultural Factors on the Statues of Sustainable Tourism Development in India, as per the opinion of Tour Operators in India. The criterion for respondent's selection for the opinion survey was largely purposive, as one top level manager was selected from each of the Domestic and Inbound tour operating company registered with the Ministry of Tourism, India. From out of 449 Domestic and Inbound tour operating companies registered with the Ministry of Tourism, valid responses have been received from 180 companies.

The data has been collected through questionnaires formulated to capture the responses of Domestic and Inbound Tour Operating Companies registered with the Ministry of Tourism, India. The main questionnaire designed to elicit response from the top management of the select tour operating companies, forms the basis for validating the conceptual research model. Principal Component Factor Analysis has been used to validate the items of the constructs with the help of the survey results. Chronbach Alpha has been computed to ascertain the reliability of the questionnaire thus establishing its internal consistencies. Univariate analysis is undertaken to analyze the descriptive statistics of all the macro and micro variables. Correlation and step-wise regression analysis are used to test the hypotheses of association. While correlation has been determined to ascertain the relationship between macro and micro variables, regression analysis forms the basis of the hypotheses testing. The statistical analysis of the data has been carried out, using statistical software (SPSS version 22); the conclusions have been made based on the results there of. Figure 3.5 depicts the flow chart of statistical analysis, used in analyzing the data of the empirical survey.

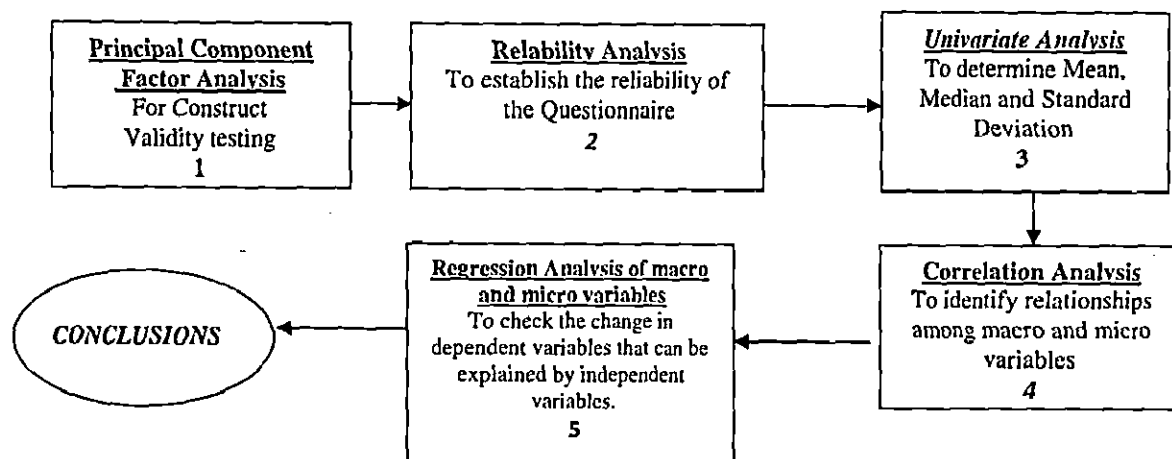


Figure 3.5: Statistical Analysis Flowchart

3.6 RESEARCH ROADMAP AND JUSTIFICATION FOR THE METHODOLOGY USED

In order to have an effective and systematic execution of the research process, a step-by-step methodology - the Research Roadmap - has been developed in the form of a flowchart and depicted in Figure 3.6.

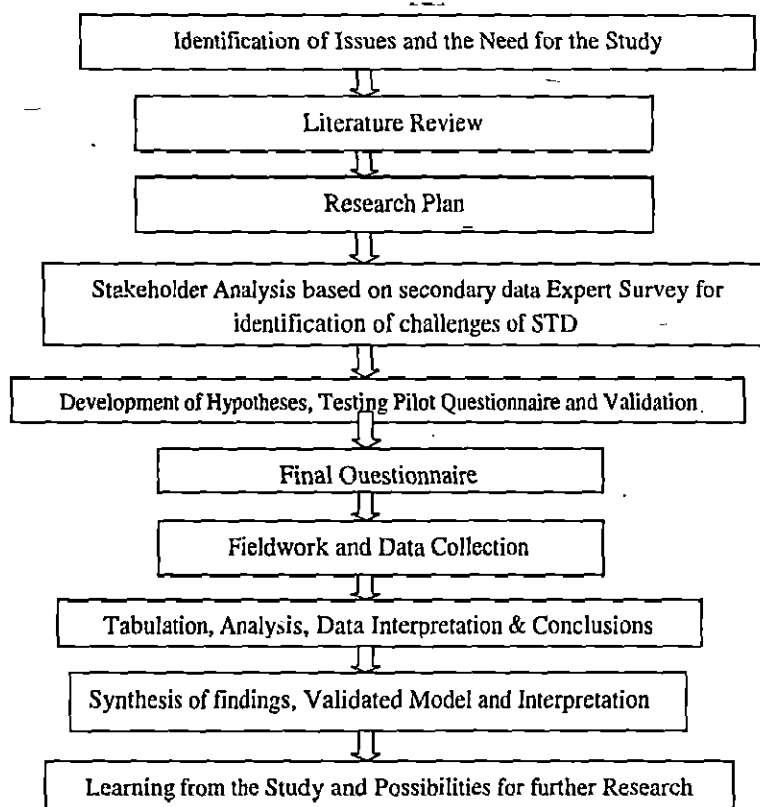


Figure 3.6: Research Roadmap in form of Flowchart of Research Methodology

Attempt has been made to carry out the research work using sound theoretical and methodological framework by using a mix of qualitative and quantitative methodologies. The identification of problems and challenges of sustainable tourism in India by domain experts is qualitatively analyzed and is in line with the literature highlighting such challenges faced by the developing nations. The stakeholder analysis of few stakeholders based on secondary sources of information helps in providing a greater understanding of the field.

The conceptual research framework has been tested empirically to evolve a validated model for sustainable tourism development which is the mainstay of the research under consideration. Multivariate step wise regression analysis has been undertaken to delineate the relationship between independent and dependent research variables identified for the study.

The study has used various research methods, sampling techniques and research analysis techniques. While Table 3.7 describes various research methods and sampling techniques used in the study, research analysis techniques used constitutes the subject matter of Table 3.7.

Table 3.7: Description of Research Methods and Sampling Techniques Used

Study Phase	Objective of the Study	Research Method Used	Sampling Technique Used
Descriptive Analysis of STD in India and Role of Stakeholders in STD	To understand the status of sustainable tourism in India and the role of stakeholders like the government, tourist, and NGOs in India based on published secondary sources	Secondary Data (Ministry of Tourism, India sites, published reports, news articles...)	NA
TISM Analysis Expert Interview	To study the inter-relationship among variables of sustainable tourism in India	Personal Interviews and interactions with the domain experts	Judgmental Sampling
Empirical Survey	To validate the relationships between the Economic, environmental and Socio-cultural factors with Sustainable Tourism Development	Questionnaire based survey method	Purposive sampling (Tour Operators registered with Government of India)

Table 3.8: Description of Research Analysis Techniques Used

Research Analysis Techniques	Objective of the Analysis	Author(s) Reference
Factor Analysis	Procedure was used to reduce factors for the study and validate constructs.	Malhotra, 2004 Hair <i>et al.</i> , 2006 Babbie, 2004
TISM Analysis	TISM has been used to analyze the set of identified variables in order to structure into a comprehensive systemic hierarchical model	Warfield, 1973, 1974; Saxena <i>et al.</i> , 2006; Sushil, 2009
Univariate Analysis	The analysis was carried out to analyze each of macro and micro variables in terms of descriptive statistics viz. mean, standard deviation, range etc.	Nargundkar, 2008 Hair <i>et al.</i> , 2006
Bi-Variate Analysis	Two Variables at a time were also analyzed by identification correlation amongst macro and micro variables of the research study	Nargundkar, 2008 Hair <i>et al.</i> , 2006
Regression Analysis	In continuation of correlation, regression analysis (step-wise) was carried out to test hypothesis of relations to identify whether dependent variable i.e. Project performance is explained by identified independent variables.	Nargundkar, 2008 Hair <i>et al.</i> , 2006 Babbie, 2004

3.7 CHAPTER SUMMARY

Formulating the research design and delineating the research roadmap has been the focus of this chapter. Defining research variables, proposing the conceptual research framework, formulating hypotheses, and spelling out research methods for testing them has largely been the theme of discussion in this chapter. The subsequent chapters discuss the implementation of the research methodology in detail. The next chapter (chapter four) deals with the descriptive analysis of the status of sustainable tourism in India, and also reports the findings of the TISM analysis of the factors affecting sustainable tourism in India based on experts inputs.

Chapter 4

SUSTAINABLE TOURISM IN INDIA: A STAKEHOLDERS' APPROACH

4.1 INTRODUCTION TO THE CHAPTER

This chapter presents a descriptive analysis of sustainable tourism in India and is divided into three broad parts. In the first section, a snapshot view of the status of sustainable tourism in India is provided. In the second section, the role of stakeholders in the development of sustainable tourism in India is discussed briefly, based on secondary data. Finally, in the last section, a structural model depicting the relationship between the predictors of sustainable tourism development in India is presented, based on the personal interview with few domain experts, using a qualitative tool called Total Interpretive Structural Modeling (TISM).

4.2 SUSTAINABLE TOURISM IN INDIA

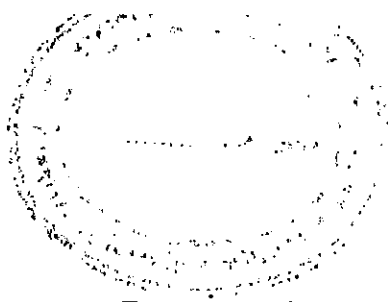
Tourism industry in India is on a great boom and has tremendous potential to become a major global tourist destination. Being one of the most popular destinations in Asia, with a long history and diverse culture offering a wide array of options in tourism, it has been ranked among the top three adventure tourism destinations in the Asia Pacific Region (UNWTO, 2013). India is often referred to as a legendary country and mysterious destination for foreign travelers and tourists. It has the right tourism potential and attractions to captivate all types of tourists whether it is adventure tours, cultural exploration, pilgrimages, visit to beautiful beaches or mountains, resorts etc. India is probably the only country that offers various categories of tourism, which include: historical tourism, adventure tourism, medical tourism (Ayurveda and other forms of Indian medications), cultural tourism, rural tourism, religious/pilgrimage tourism, spiritual tourism etc. The buoyancy in the Indian tourism industry can be attributed to several factors. Firstly, the tremendous growth of Indian economy has resulted in more disposable income in the hands of middle class, there by prompting increasingly large number of people to spend money on vacations abroad or at home. Secondly, India is a booming IT hub and attractive destination for

foreign investments, as a result of which more and more people are coming to India on business trips. Thirdly, aggressive advertising campaign of “Incredible India” by the tourism ministry has played a major role in changing the image of India from that of the land of snake charmers to a hot and happening place, and hence, has sparked renewed interest among foreign travelers. Thus, the outlook of the tourism industry in India looks extremely bright. In fact, India as a tourism destination is the toast of the world at the moment, and has been ranked as the fifth most attractive investment destination.

Given the growth potential and also due to direct relationship between consumers (visitors), the industry, the environment and local communities, the tourism sector in India is in a unique position wherein it can do both, obstruct or facilitate sustainable development. While on one hand, it exerts pressure on environment and communities contributing significantly to pollution, on the other hand, it provides opportunity for growth and employment creation. Hence, it is imperative to harness the potential of this sector to promote sustainable development, so as to make a low impact on the environment and local culture, while helping to generate income, employment, and the conservation of local ecosystems. The policy makers and strategists of the tourism sector in India do acknowledge that “the sustainable utilization of the natural and cultural attractions is highly important for tourism, and that in the utilization of resources the irreversible negative processes must be prevented” (STCI, 2011), but then, there is still a long way to go.

4.2.1 Status of Sustainable Tourism in India

The genesis of ‘Sustainable Tourism’ in India dates back to 1998, when the Ministry of Tourism, recognizing its role in promoting it extensively deliberated with the industry and other stakeholders and formulated the wide-ranging “Ecotourism in India – Policy and Guidelines”. Later, the tourism sector’s capability as a sustainable and inclusive development driver was renewed with the 10th Five Year Plan, the National Tourism Policy, the global Incredible India campaign and the Millennium Development Goals. The 12th Five Year Plan gave further fillip and importance to promote sustainable tourism in the country by launching major social awareness campaign under the ‘Atithi Devo Bhavah’ initiative.



Further, keeping pace with the global developments like promotion of the “Global Sustainable Tourism Council” and their “Global Sustainable Tourism Criteria” (GSTC) for adoption by hotels and tour operators worldwide, Ministry of Tourism (Government of India) constituted a Committee in 2010 for defining Sustainable Tourism Criteria for India (STCI) and indicators. Recently, these comprehensive criteria (STCI) were launched and commitment has been made by the government to develop tourism based on the principles of sustainability, minimizing the carbon footprints (MOT, GOI Press Release, August 2014). Government has further urged all the stakeholders to ensure that strategies for development of tourism are not in conflict with the environment and that the tourism industry should not over-exploit natural and other resources for short-term gains.

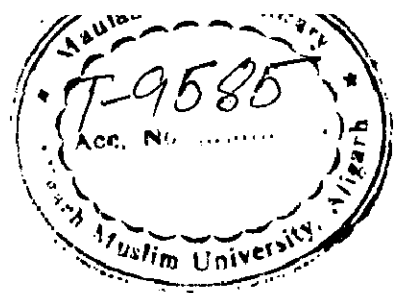
Despite these developments, sustainable tourism development in India has a long way to go. Developing a system for evaluating the tourism industry from sustainability perspective is just the beginning of the journey. The main challenge is that of sensitizing the stakeholders about the need for sustainable tourism and actually partnering with them to make tourism achieve its sustainability objectives. This section presents a brief assessment of the development of sustainable tourism in India from its three key perspectives: economic, environmental and socio-cultural, based on the various secondary sources of information, largely from the research reports published by Ministry of Tourism (Government of India) and other reports on Indian tourism sector by International agencies like UNWTO, WTTC, WEF etc.

4.2.2 Status of Economic Aspects of Sustainable Tourism in India

Economic sustainability of tourism ensures that the development in this sector is economically efficient and that resources are managed so that they can support future generations. The status of economic aspects of sustainable tourism in India is elaborated with the help of statistical evidences compiled from various published secondary sources as follows:

(i) Sustained Contribution to Economic Development

India’s travel and tourism industry is one of the most profitable industries in the country and is also credited with contributing immensely to the nation’s economic development. Besides being one of the main foreign exchange earners, it contributes to the economy indirectly through its linkages with other sectors like horticulture, agriculture, poultry, handicraft and construction. It



has become an important segment of the Indian economy, providing employment opportunities and contributing substantially to its foreign exchange earnings. The total contribution of Travel and Tourism sector to GDP in Indian 2011 was 4.5% and is expected to reach almost 5% in next ten years (WTTC Report, 2013) (Refer to Table 4.1).

Table: 4.1 Contribution of Travel and Tourism sector to GDP in India

India	2011			2021		
	INR, bn	% of Total	Growth	INR bn	% of Total	Growth
Direct Contribution to GDP	1,570.5	1.9	8.7	3,414.8	2.0	8.1
Total contribution to GDP	3,680.4	4.5	8.7	8,523.1	4.9	8.8

Source: Adapted from World Travel and Tourism Competitiveness Report, 2013

The trends in the key economic indicators that contribute to the economic sustainability of the tourism sector are further discussed in detail as follows:

Increase in Foreign Exchange Earnings

The unprecedented growth in tourism in India has made it the third largest foreign exchange earner after gems and jewelers and ready-made garments respectively. The foreign exchange earnings (FEEs) of the Indian Tourism sector from 2001 to 2013 are presented in Table 4.2 and Figure 4.1.

Table 4.2: Trends in Foreign Exchange Earning (FEEs) from Tourism Sector in India

Year	FEE from Tourism in India	Percentage (%) change over the previous year
2001	3198	-7.6
2002	3103	-3.0
2003	4463	43.8
2004	6170	38.2
2005	7493	21.4
2006	8634	15.2
2007	10729	24.3
2008	11832	10.3
2009	11136	-5.9
2010	14193	27.5
2011	16564	16.7
2012	17737	7.1
2013 [#]	18445	4.0
Jan-June, 2014 [#]	9334	-0.8 @

[#] Advance estimates, @ Growth Rate over Jan-June, 2013; ^{#2} 1st revised estimates.

Source: (i) Reserve Bank of India, for 1997 to 2010; (ii) Ministry of Tourism, Govt. of India, for 2011, 2012, 2013 & 2014

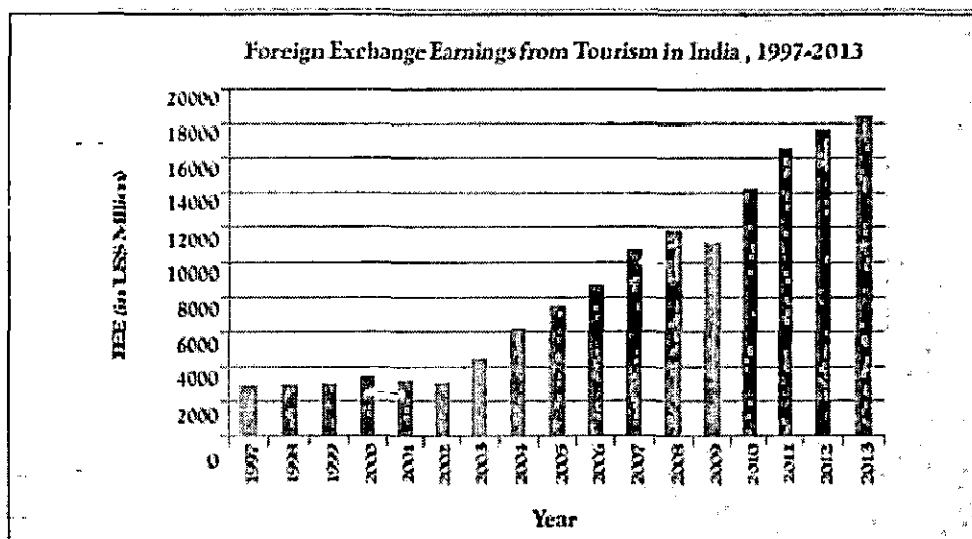


Figure 4.1: Foreign Exchange Earning (FEEs) from Tourism in India
(Source: Ministry of Tourism Report, 2013)

It is very clear from the data (Refer to Table 4.2 and Figure 4.1) that the FEEs were \$ 3198 in 2001 which grew multifold up to \$19201 in 2013. In percentage term, there is a positive growth rate in most of the years. Table 4.2 and Figure 4.1 also reveal that the FEEs increased significantly during 2003 to 2008, reiterating the fact that foreign tourists spend more in India than almost any other country worldwide (MoT Report, 2009).

Increase in Foreign Tourists Arrivals

In 2013, 6.97 million foreign tourists visited India and spent about US 18.44 Billion with an annual growth rate of 4% the 42nd highest tourist arrivals in the world, 11th in Asia pacific region (UNWTO Annual Report, 2014). It can be observed from Table 4.3 and Figure 4.2 that the Foreign Tourist Arrivals (FTAs) has more than doubled during the period 2001 to 2013, reaching 6.58 million people in 2012 from 2.54 million in 2001. In terms of percentage, there has been a sustained increase except in the years 1998, 2001, 2002 and 2008 largely due to terror attacks in USA and in different Indian cities like Delhi, Mumbai, Jaipur and so on. Foreign tourist arrivals have registered significant increase over the last five years.

Table 4.3: Foreign Tourist Arrivals (FTAs) in India, 2001-2013(till June)

Year	FTAs in India (in million)	Percentage (%) change over the previous year
2001	2.54	-4.2
2002	2.38	-6.0
2003	2.73	14.3
2004	3.46	26.8
2005	3.92	13.3
2006	4.45	13.5
2007	5.08	14.3
2008	5.28	4.0
2009	5.17	-2.2
2010	5.78	11.8
2011	6.31	9.2
2012	6.58	4.3
2013 (Jan-June) (P)	3.31	2.6@

(p):provisional, Growth rate over Jan-June, 2012

Sources : (i) Bureau of Immigration, Govt. of India (GOI), 2001-2012; (ii) Ministry of Tourism, (GOI), 2013

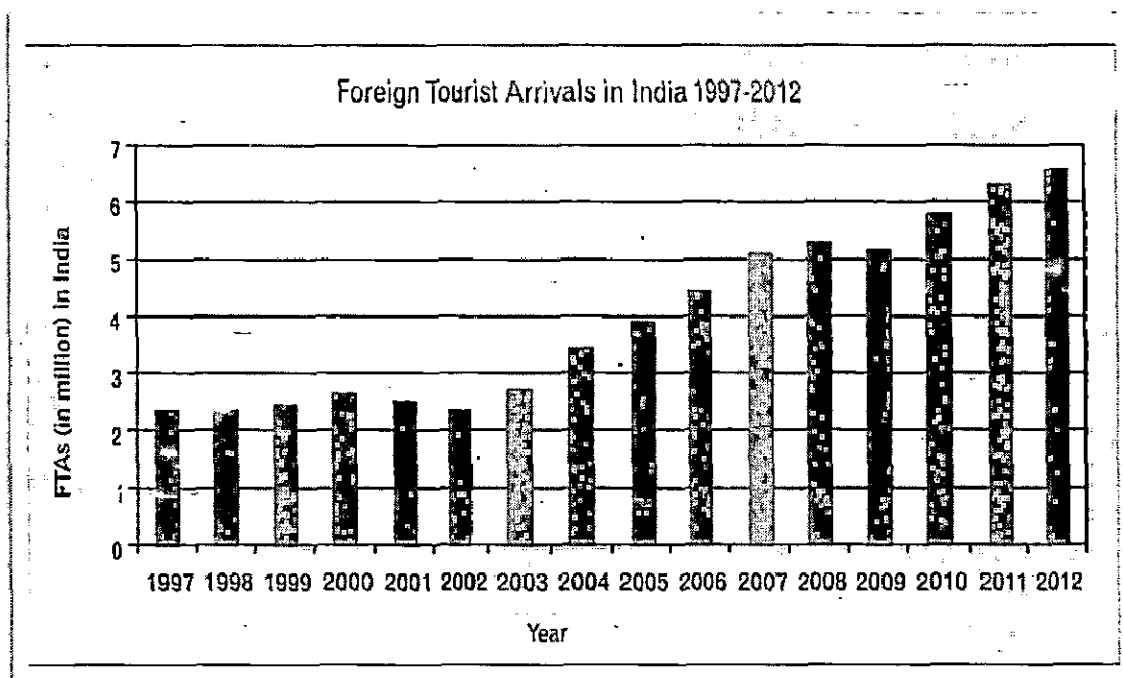


Figure 4.2: Foreign Tourists Arrivals (FTA) in India (1997 to 2012)
(Source: Ministry of Tourism Report, 2013)

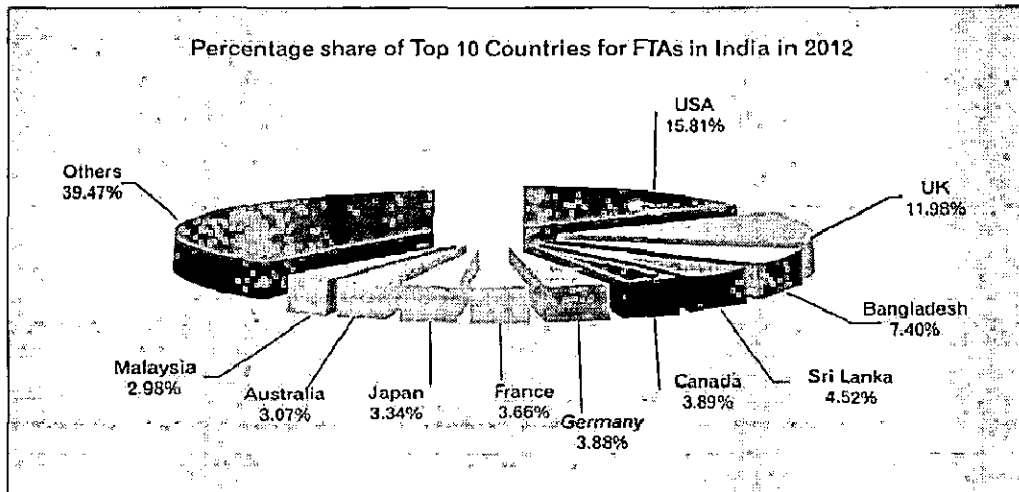


Figure 4.3: Percentage share of Top Ten Countries for FTAs in India (2012)

(Source: Ministry of Tourism Report, 2013)

Further, according to the percentage share of top ten countries for FTAs in India in 2012 (Refer to Figure 4.3), most of the foreign tourists are from USA with 15.81% and UK with 11.98% followed by Bangladesh (7.4%) and Sri Lanka (4.52%).

Figure 4.4 represent the foreign tourist visits state wise in 2012. Here the three states of Maharashtra, Tamil Nadu and Delhi have had the highest attraction for foreign tourists. It is worth referring to the point that the said states' transport system is more modern than other states', reiterating the fact that transportation is the beating heart of tourism, in general, and undeniable element in developing sustainable tourism in India.

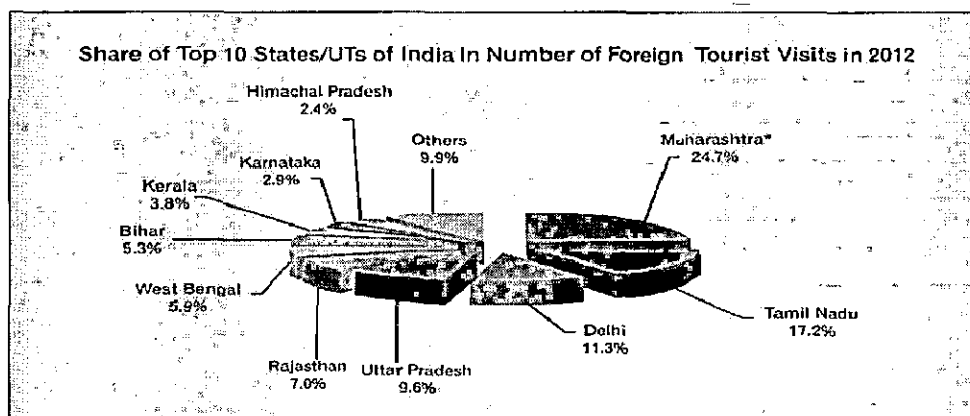


Figure 4.4: Percentage share of Top Ten States/UTs of India for FTAs (2012)

(Source: Ministry of Tourism Report, 2013)

Increase in Domestic Tourism

Amongst the several reasons are cited for the growth and prosperity of India's travel and tourism industry, increase in domestic tourism is one of them. Economic growth has added millions annually to the ranks of India middle class, group that is driving domestic tourism growth. Disposable income in India has growth by 10.11% annually from 2001-2008, and much of that is being spent on travel and tourism.

Table 4.4: Number of Domestic Tourist Visits to all States/UTs in India

Year	No. of Domestic Tourist Visits (in million) to States/UTs	Percentage (%) change over the previous year
2001	236.47	7.4
2002	269.60	14.0
2003	309.04	14.6
2004	366.27	18.5
2005	392.01	7.0
2006	462.32	17.9
2007	526.56	13.9
2008	563.03	6.9
2009	668.80	18.8
2010	747.70	11.8
2011	864.53	15.6
2012 \$	1045.05	20.9
2013(Jan-June) (p)	1145.28	9.6

Source: State/ UT Tourism Departments (2014)

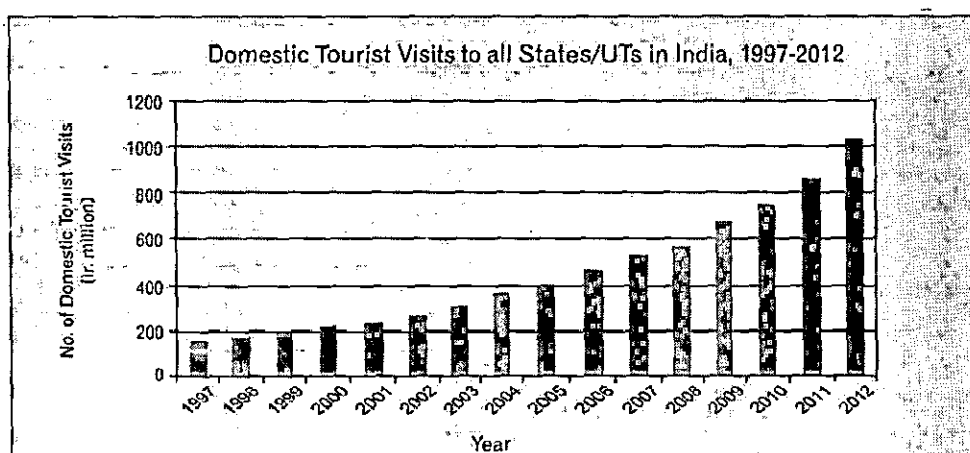


Figure 4.5: Number of Domestic Tourist Visits to all States/UTs in India (1997-2012)

(Source: Ministry of Tourism Report, 2013)

Table 4.4 and Figure 4.5 show the number of domestic tourist visits to all states/UTs in India from 2001 to 2013. It indicates that there is a consistent increase in the number of domestic tourist (except a few years) justifying the positive economic growth. Hence, it can be concluded that increase in domestic tourism has contributed to the economic sustainability of the tourism sector in India.

Further, the percentage share of domestic tourist visits to all States/UTs in India (2012), indicate the some states in India like Andhra Pradesh, Tamil Nadu and Uttar Pradesh have the maximum visitors, highlighting the significance of religious tourism in India (Refer to Figure 4.6).

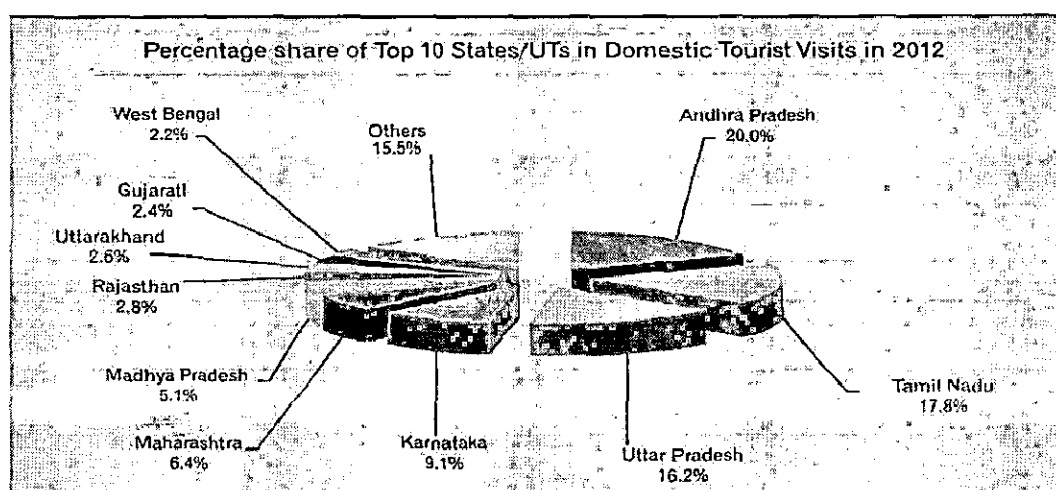


Figure 4.6: Percentage Share of Domestic Tourist Visits to all States/UTs in India (2012)

(Source: Annual Report, Ministry of Tourism, 2013)

(ii) Contribution to Employment Generation

Tourism sector is a major generator of employment and can be an important source of employment for many of the unemployed youth and consequently reduces the poverty in the society (UNCTAD 2010). Being a highly labor intensive activity, tourism and tourism supported activities create a high proportion of employment and career opportunities for low skilled and semi-skilled workers, particularly for poor, female and young workers. Tourism industry also provides employment to millions of people in India both directly and indirectly through its linkage with other sectors of the economy. According to an estimate total direct employment in the tourism sector is around 20 million (India Incredible, Tourism at a Glance 2012). The

contribution of Travel and Tourism sector to total employment generation in India was 7.5% in 2011 and is expected to surpass 8% in the coming decade, as per WTTC Report 2013 (Refer to Table 4.5).

Table: 4.5 Contribution of Travel and Tourism sector to Employment Generation in India

	2011			2021		
	INR , bn	% of Total	Growth	INR bn	% of Total	Growth
India						
Direct contribution to Employment	24,931	5.0	2.4	30,439	5.2	2.0
Total contribution to Employment	37,655	7.5	2.4	47,480	8.1	2.3

Source: Adapted from World Travel and Tourism Competitiveness Report, 2013

In India, the travel and tourism sector is estimated to create 78 jobs per million rupees of investment, compared to 45 jobs in the manufacturing sector for similar investment (Ministry of Tourism Annual Report, 2012). In order to be more sustainable, efforts are being made by the policy makers to ensure that the employment generation takes place at the tourist destination, passing the benefits to the local community.

(iii) Development of Sustainable Infrastructure

Tourism sector in India has the potential to grow at a high rate and ensures the development of infrastructure at the destinations. It has the capacity to capitalize on the country's success in the services sector and provide sustainable models of growth. Along with construction, it is one of the largest sectors of the service industry in India. Massive construction of roadways, highways, railways etc. have been undertaken to provide connectivity to key tourist destinations. For example, Yamuna Expressway was constructed to connect New Delhi to TajMahal.

The World Travel and Tourism Competitiveness Report (WTTCR, 2013) published by World Economic Forum, has ranked the various aspects of infrastructure of 140 countries. As per the report, India is ranked 67 globally with respect to overall business environment and infrastructure. A comparative ranking of India and few other Asian countries is presented in the Table 4.6, which indicates the potential for improvement in this segment for improving Infrastructure sustainability.

Table 4.6: India's Rank of Business Environment and Infrastructure Competitiveness 2013

S.No.	Country	Rank of Business Environment and Infrastructure
1	Singapore	4
2	Thailand	44
3	China	63
4	India	67
5	Malaysia	41

Source: Adapted from World Travel and Tourism Competitiveness Report, 2013

At the global level, the air transport and ground transport infrastructure has been ranked 39th and 42nd respectively and found to be reasonably good, given the country's stage of development (Refer to Table 4.7). The quality of roads (rank 85th) and of ports (rank 79th), however, require much improvement. Further, some of the other aspects of its tourism infrastructure remain underdeveloped (ranked 95th), with very few hotel rooms per capita by international comparison and low ATM penetration (For details refer to Appendix I). Even ICT infrastructure has also been ranked low (111th) as it remains somewhat underdeveloped.

Table 4.7: India's Infrastructure Competitiveness 2013

S. No	India's Competitiveness Index of Infrastructure	Score	Rank
1	Air transport infrastructure	4.2	39
2	Ground transport infrastructure	4.4	42
3	Tourism infrastructure (Hotel rooms/100popn etc.)	2.6	95
4	ICT infrastructure	2.1	111

Source: Adapted from World Travel and Tourism Competitiveness Report, 2013

(iv) Competitiveness of India's Travel and Tourism Sector

The competitiveness of a country's tourism industry is also an indicator of its sustainability in the long term. As far as the competitiveness of India's Travel and Tourism sector is concerned, although it has improved over the last few years, it has the potential to improve substantially. According to the Travel and Tourism Competitiveness Report 2013 published by World Economic Forum, India is ranked 11th in the Asia Pacific Region and 65th globally in a list of 140 assessed countries in 2013, gaining three places since 2011 (WEF, 2013).

Further, India's share in the global International Tourist Arrivals was 0.67%, (rank 42nd), and in the International Tourism Receipts was 1.65% in 2013 (Bureau of Immigration, Ministry of Tourism, 2014).

India's share in International Tourist Arrivals (ITAs)

It is evident from the Table 4.8 and Figure 4.7 that the share of India in International Tourist Arrivals (ITAs) is very low. Though India's share in International Tourist Arrivals has increased from 2001 (0.37%) to 0.64% in 2013, it compares poorly with 5.38% of China (Refer to Figure 4.3). Even the Percentage (%) share and rank of India in Asia and the Pacific region is hardly 2.81% ranking 11th. This can be attributed to poor infrastructure and other government policy which have not been properly addressed to the needs of foreign tourists.

Table 4.8: India's share in International Tourist Arrivals (ITAs)

Year	FTAs in India (in Million)	Percentage (%) share and rank of India in World		Percentage (%) share and rank of India in Asia and the Pacific	
		% Share	Rank	% Share	Rank
2001	2.54	0.37	51st	2.22	12 th
2002	2.38	0.34	54th	1.93	12 th
2003	2.73	0.39	51st	2.44	11 th
2004	*.46	0.45	44th	2.41	11 th
2005	3.92	0.49	43rd	2.53	11 th
2006	4.45	0.53	44th	2.68	11 th
2007	5.08	0.57	41st	2.79	11 th
2008	5.28	0.58	41st	2.87	11 th
2009	5.17	0.59	41st	2.85	11 th
2010	5.78	0.61	42nd	2.82	11 th
2011	6.31	0.63	38th	2.89	9 th
2012	6.58	0.64	41st	2.82	11 th
2013	6.97	0.64	42nd	2.81	11 th

Source: Adapted from Bureau of Immigration, Ministry of Tourism, GOI, 2014

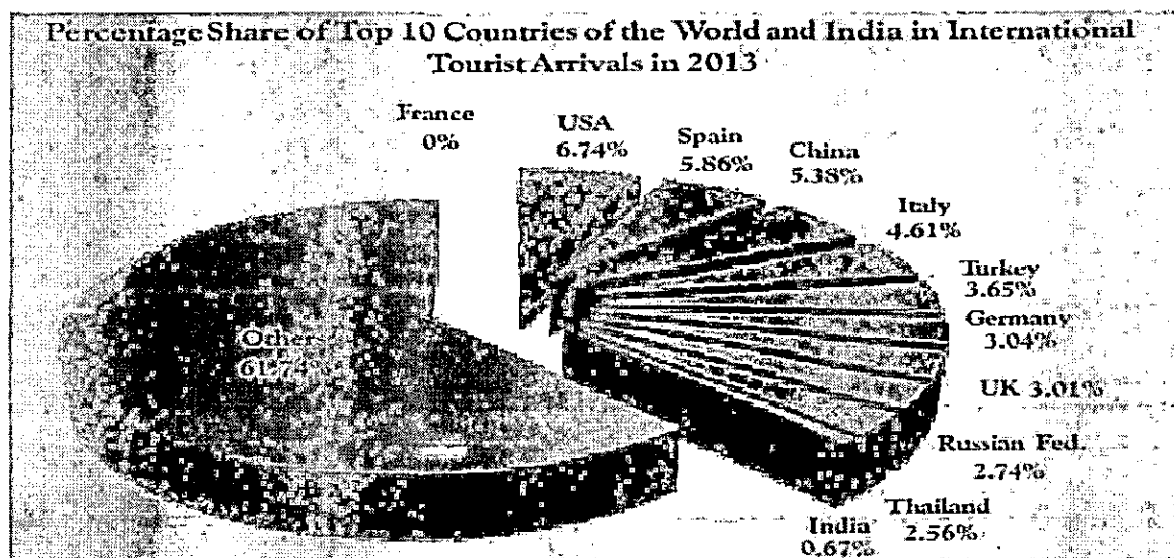


Figure 4.7: Percentage share of top Ten Countries of the world and India in ITA, 2013

(Source: Ministry of Tourism Annual Report, 2013)

India's share in International Tourism Receipts (ITR)

Table 4.9 shows that India's share in International Tourism Receipts (ITR) is also very low. Though India's share in International Tourism Receipts (ITR) has increased from 2001 (0.69%) to 1.59% in 2013, it has still not even 2% of the international tourist arrivals. Even the percentage (%) share and rank of India in Asia and the Pacific region is hardly 5.14% ranking 8th.

Table 4.9: India's share in International Tourism Receipts (ITR)

Year	Percentage (%) share and rank of India in World		Percentage (%) share and rank of India in Asia and the Pacific	
	% Share	Rank	% Share	Rank
2001	0.69	36 th	3.63	12 th
2002	0.64	37 th	3.22	13 th
2003	0.84	37 th	4.76	9 th
2004	0.97	26 th	4.97	8 th
2005	1.10	22 nd	5.55	7 th
2006	1.16	22 nd	5.50	7 th
2007	1.25	22 nd	5.74	6 th
2008	1.26	22 nd	5.67	6 th
2009	1.31	20 th	5.45	7 th
2010	1.52	17 th	5.56	7 th
2011	1.59	17 th	5.72	8 th
2012	1.65	16 th	5.39	7 th
2013(P)	1.59	16 th	5.14	8 th

Source: Adapted from Bureau of Immigration, Ministry of Tourism, GOI, 2014

Though India is globally well assessed for its natural resources (ranked 9th) and cultural resources (24th), it remains a relatively price competitive destination (20th), even in the regional context. Its air transport and ground transport infrastructure are reasonably good, but require improvement especially in the road transport. Some aspects of its tourism infrastructure remain somewhat underdeveloped like very few hotel rooms per capita by international comparison and low ATM penetration. Other areas of concern include the policy environment (125th), a restrictive visa policy (132nd), and low level of commitment in GATS agreements for tourism services (114th) (Refer to Appendix I). Hence, in order to be more economically competitive and sustainable, these areas of concern need to be adequately addressed. Further, if compared with other Asian countries global competitiveness rankings, India has a long way to go (Refer to Table 4.10). Ranked much below Singapore, Malaysia, Thailand and China which have much higher ranks and scores, India's tourism strategy needs to be more competitive.

Table 4.10: Global Travel & Tourism Competitiveness Index 2013

S.No.	Country	Over all Competitiveness Rank(out of 140 countries) and Index/score 2013	Over all Competitiveness Rank (out of 139 countries) 2011
1	Singapore	10(5.23)	10
2	Thailand	43(4.47)	49
3	China	45 (4.45)	39
4	India	65 (4.11)	68
5	Indonesia	70(4.03)	74
6	Bangladesh	123(3.24)	129
7	Malaysia	34(4.70)	35

Source: Adapted from Travel & Tourism Competitiveness Report, 2013

4.2.3 Status of Environmental Aspects of Sustainable Tourism in India

Tourism and the environment are strongly linked and interdependent. If tourism continues to grow, ways must be found to improve the relationship between the two, making it more sustainable. Environmental sustainability ensures that the development in the tourism sector is compatible with the maintenance of essential ecological processes, biological diversity, conservation of resources and reducing pollution. While India has been endowed with rich

natural resources ranking 9th globally out of 140 countries, its rank in sustaining the natural environment as compared with other countries is quite poor, as per the WTTC Report 2013 (Refer to Table 4.11)

Table 4.11 Comparative Ranking of India's Environmental Sustainability And Natural Resources Index, 2013

S. No	Country	Environmental Sustainability		Natural Resources	
		Score	Rank (/140)	Score	Rank (/140)
1	Singapore	5.2	23	3.2	92
2	Thailand	4.3	99	4.9	23
3	China	4.2	109	5.6	5
4	India	4.2	107	5.4	9
5	Malaysia	4.7	61	5.1	8

Source: Adapted from World Travel & Tourism Competitiveness Report, 2013

The Ministry of Tourism in India has laid down policies and strategies to address the environmental concerns arising out of increased tourism related activities over the last decade. It extensively deliberated with the industry and other stakeholders and formulated the wide-ranging "Ecotourism in India – Policy and Guidelines", way back in 1998. Later, the essential document of Indian's tourism planning, the National Tourism Development Strategy, emphasized on the sustainable utilization of resources and the need to prevent the irreversible negative processes (Hardy, *et al.* 2002).

Further, keeping pace with the global developments it constituted a Committee in 2010 for defining Sustainable Tourism Criteria for India (STCI) and indicators. Recently, these criteria have been launched and urging all the stakeholders to ensure that strategies for development of tourism are not in conflict with the environment and that the tourism industry minimizes the carbon footprints and should not over-exploit natural and other resources for short-term gains. (MOT, GOI Press Release, August 2014).

Conservation of Resources

For conserving resources guidelines and indicators have been laid out in the Sustainable Tourism Criteria for India (STCI, 2011). For new man-made or built environments, it would be necessary to ensure that these developments are built on an appropriate site and constructed of recycled and locally available materials, wherever possible. Also, they are required to be designed to be more

energy-efficient and developed in a way that minimizes the use of resources like water, and the disruption of wildlife habits. Further, preservation of world heritage natural sites, protecting various species, and improving the quality of natural environment, are also on the agenda.

However, given our global ranking in these indicators, they require much greater attention and efforts towards conservation and sustainability of natural resources (Refer to Table 4.12). As indicated in the table below, while India ranks 10th in the total number of species known, its percentage of threatened species is quite high (13.4%; rank 129) and its ranking in terrestrial biome protection (rank 105) and marine protected areas (rank 80) is quite low.

Table 4.12: India's Natural Resources Competitiveness Index, 2013

S. No	India's Natural Resources (Sub Indicators)	Score	Rank
1	No. of World Heritage natural sites	6	7
2	Quality of the natural environment	4.1	86
3	Total known species	1,846	10
4	Terrestrial biome protection (0–17%)	5.1	105
5	Marine protected areas, %	0.1	80
6	Threatened species, %*	13.4	129

Source: Adapted from Travel & Tourism Competitiveness Report, 2013

Reduction in Pollution

In order to accomplish the objectives of environmental sustainability, just as it is necessary to encourage good practices, preventing bad practices, especially in relation to the man-made development, is critical. Reducing all kinds of pollution is on priority in India, given the high level of particulate matter concentration (57.1 µg/m³) and carbon dioxide emissions (WTTC Report, 2013). While the environmental regulations are comparatively quite stringent (rank 69), the problem seems to be more of enforcement (rank 80) (Refer Table 4.13). Further, the development of travel and tourism sector in India needs to be more environmentally sustainable by adopting stricter enforcement of emission norms for the transport vehicles and other environmental regulations.

Table 4.13: India's Environmental Sustainability Competitiveness Index, 2013

S. No	India's Environmental Sustainability (Sub Indicators)	Score	Rank(out of 140 countries)
1	Stringency of environmental regulation	3.9	69
2	Enforcement of environmental regulation	3.5	80
3	Sustainability of Travel & Tourism industry development	4.1	86
4	Carbon dioxide emission, million tons/capita*	1.5	47
5	Particulate matter concentration, $\mu\text{g}/\text{m}^3$ *	57.1	108
6	Environment. treaty ratification (0-25)*	22	20

Source: Adapted from Travel and Tourism Competitiveness Report, 2013

Hence, it can be concluded that while initiatives have been undertaken by the Government of India, in general, and Ministry of Tourism in particular, to conserve its natural environment and reduce pollution, a lot needs to be done to achieve the desired level of environmental sustainability for the tourism sector in the country.

4.2.4 Status of Socio-Cultural Aspects of Sustainable Tourism in India

Social and cultural sustainability ensures that development is compatible with the culture and values of people affected by it, and maintains and strengthens social and cultural identity. Compared to many countries, India has the advantages of possessing a rich and diverse range of unique tangible and intangible cultural, natural and man-made tourism resources, many of which are world class in quality (National Tourism Policy, 2002). This is reflected in the global competitiveness ranking of India for its cultural resources which is 24th out of 140 countries as per latest WTTC Report, 2013. India, however, lags behind in the social indicators such as its human resources (rank 96) and affinity towards travel and tourism (111) (Refer to Table 4.14).

Table 4.14: Comparative Global Ranking of Socio-Cultural Indicators, 2013

S. No.	Country	Cultural Resources		Human Resources		Affinity towards Travel and Tourism	
		Score	Rank (/140)	Score	Rank (/140)	Score	Rank (/140)
1	Singapore	3.6	35	6.0	2	5.7	8
2	Thailand	3.6	36	4.9	70	5.4	18
3	China	5.5	15	5.2	38	4.0	129
4	India	4.7	24	4.6	96	4.3	111
5	Malaysia	3.9	31	5.4	28	5.4	16

Source: Adapted from Travel & Tourism Competitiveness Report, 2013

India's great competitive strength from tourism point of view is reflected in the rich cultural diversity of its people through its languages, cuisine, traditions, customs, music, dance, religions practices and festivals, its holistic healing traditions, art and craft. Globally, India is ranked 8th out of 140 countries in terms of number of world heritage cultural sites and 6th in terms of percentage of world total creative industries exports (Refer to Table 4.15)

Table 4.15: India's Cultural Resources Index (Sub Indicators), 2013

S. No	India's Cultural Resources Index	Score	Rank
1	No. of World Heritage cultural sites	31	8
2	Sports stadiums, seats/million pop	1,786.0	138
3	No. of Int'l fairs and exhibitions	111.7	32
4	Creative Industries exports, % of world total	4.9	6

Source: Adapted from Travel & Tourism Competitiveness Report, 2013

The Ministry of Tourism (Government of India), has devised plans and strategies to enhance social and cultural sustainability in the tourism sector by initiating several community participation and development programs to increase the wellbeing of the local community at key tourists destination. Besides providing employment to a wide range of job seekers from the unskilled to the specialized, it ensures that tourism benefits (jobs, trade opportunities for the small and medium sector), accrue to women as well. Further, emphasis has been on organizing more short-term courses for the unskilled workforce and skill certification of service providers (STCI, 2011). This is all the more critical, given the poor competitiveness ranking of India in the human resources (rank 96) indicators which pertains to education, training and availability of qualified labor (Refer to Table 4.16).

Table 4.16: India's Social Sustainability Indicators (2013)

S. No	India's Social Sustainability Indices(Sub Indicators)	Score	Rank
	Human Resources Index (overall)	4.6	96
1	Quality of the educational system	4.4	34
2	Local availability specialized research and training	4.3	59
3	Extent of staff training	4.1	54
4	Hiring and firing practices	4.0	68
	Health and Hygiene	3.0	109
1	Access to improved sanitation, % pop.*	34.0	116
2	Access to improved drinking water, % pop.*	92.0	80
3	Physician density/1,000 pop.*	0.7	97
4	Hospital beds/10,000 pop.*	9.0	116
	India's Affinity for Travel & Tourism Index	4.3	111
1	Tourism openness, % of GDP*	1.7	120
2	Attitude of population toward foreign visitors	5.9	104
3	Extension of business trips recommended	5.0	94
4	Degree of customer orientation	4.7	60

Source: Adapted from Travel & Tourism Competitiveness Report, 2013

Besides, strategies followed during the 11th Five Year Plan to take care of the challenges of human resources, there are other concerns as well that needs to be addressed in order to harness the full potential of Indian tourism. A study conducted by the Ministry of Tourism, Government of India (STCI, 2011), at important tourist destinations, revealed that lack of hygiene and sanitation act as a major irritant for foreign and domestic tourists. This has been reiterated in the recent WTTC Report (2013), where the global rank of India's health and hygiene is 109 out of 140 countries, with a poor score of 3.0. Also, there have been serious concerns about the attitude of local population toward foreign visitors (rank 104) highlighted in the report (Refer to Table 4.16).

Hence, creating social awareness, as well as making the requisite facilities available, has been accorded high importance during 12th Five Year Plan (XIIth FYP, 2012). Major social awareness campaign under the 'Atithi Devo Bhavah' initiative in reiterating the status of guests as per old Indian culture and traditions has been launched. This campaign, involving local

community, schools, NGOs, industry associations, etc. is also playing a key role in carrying out sustained cleanliness drives at important tourist destinations.

Further, various other initiatives have been undertaken to preserve the rich cultural heritage, not just by physically renovating the heritage sites but also by launching social awareness campaign to enhance the image of the country abroad, and to sensitize its citizens about its rich cultural ethos. The two flagship programs namely, “Incredible India” and “Atithi Devo Bhavah” which had been launched in this context have yielded satisfactory results so far (Ministry of Tourism Annual Report, 2014). However, there is still a lot of scope for improvement in enhancing the socio-cultural sustainability of travel and tourism sector in India, when compared globally.

4.3 SUSTAINABLE TOURISM IN INDIA: A STAKEHOLDER ANALYSIS

Developing sustainable tourism involves a process that is unique for the area, due to the multiple stakeholders and interests involved, and hence, there is no standard procedure to structure the problem solving. As per Kernel (2005:152), however, the process has to go through two phases, which can be described as the ‘target setting’ (what do we want) and the ‘planning’ (how do we get it). Decision-making and development processes require multi-stakeholder involvement at all levels of planning and policy-making, bringing together governments, NGOs, residents, industry and professionals in a partnership that determines the amount and kind of tourism that a community wants (HwanSuk and Sirakaya, 2006:1281). A planning process that involves a broad range of stakeholders may well be more time consuming, but the results of the process have a far greater likelihood of being implemented, as the stakeholders have a greater degree of ownership of the plan and process (Hall, 1999).

Much of the analysis focuses on tourism planning (Sheehan and Ritchie, 2005; Jamal and Getz, 1995; Araujo and Bramwell, 1999; Reed 1997; Sautter and Leisen, 1999). Jamal and Getz provide six key conditions for facilitating planning collaboration. These conditions include stakeholders believing they are interdependent; they will benefit from collaboration; decisions will be implemented; the key groups (identified as being government, tourism associations, resident organizations, social agencies, and special interest groups) are involved; the convener is legitimate with expertise, resources and authority; and the process is effective for collaboration

(Jamal and Getz, 1995). Bramwell and Sharman's study presents a very large perspective on collaboration, indicates many potential benefits when stakeholders in a destination collaborate together and attempt to build consensus about tourism policies (Bramwell and Sharman, 1999). Roberts and Bradley (1991) suggest that the sharing of ideas among stakeholders results in a richer understanding of issues and leads to more innovative policies.

4.3.1 Stakeholders of Sustainable Tourism in India

From a managerial perspective, the stakeholder theory posits that the various groups can and should have a direct influence on managerial decision-making (Jones 1995). Additionally, followers of the stakeholder theory must remove themselves from the more traditional conceptualizations of the tourism system. Traditionally, various tourism entities were classified according to their functions. Thus, tour operators, tour wholesalers, and destination marketers were classified as intermediaries that bridge the gap between the destination and the tourist market. Within the theory's framework, these functions are consistent with the roles of the stakeholder, and each role is crucial to the performance of the entire tourism system. Accordingly, each entity is classified first as a player whose stake or interest is defined by the role they play within the system. In any case, their interests cannot be summarily restricted to consideration of a single variable.

Researchers in the stakeholder theory emphasize the diversity of bases upon which the stakeholders exert their influence (e.g.; economic, political, formal voting power). In addition, the fact that a single person or entity may function in several different roles further complicates the situation. Still, all identified stakeholders must be integrated into the management process before the theory can be effectively applied (Sautter and Leisen, 1999:316,317). Wheeler (1993) finds that local government tourism marketers in the United Kingdom perceive their primary stakeholder groups to be: the city council itself, the city council department chiefs and councilors, their customers(hosts and guests), and professional bodies. Thus, these are the groups or individuals that the marketer feels most accountable to. Secondary stakeholders include central government, national tourist boards, local businesses, and the environment (Wheeler, 1993). This typology provides a very useful distinction, both for managers and researchers. However, it does offer guidance in identifying important (or key) stakeholders beyond those that have formal or contractual relationships with the governance.

Based on the rationale expressed in the prior researches discussed in the above sub section, some of the key stakeholders of sustainable tourism in India may be identified as: the Government, the Service Providers in the tourism supply chain like Tour Operators, Accommodation units and Transport sector etc., Local Communities, International Agencies and pressure groups which include various NGOs and Experts and finally the Tourists themselves. A pictorial depiction of the key stakeholders, playing a direct role and having a significant impact on the development of the sustainable tourism in India has been presented in the Figure 4.8.

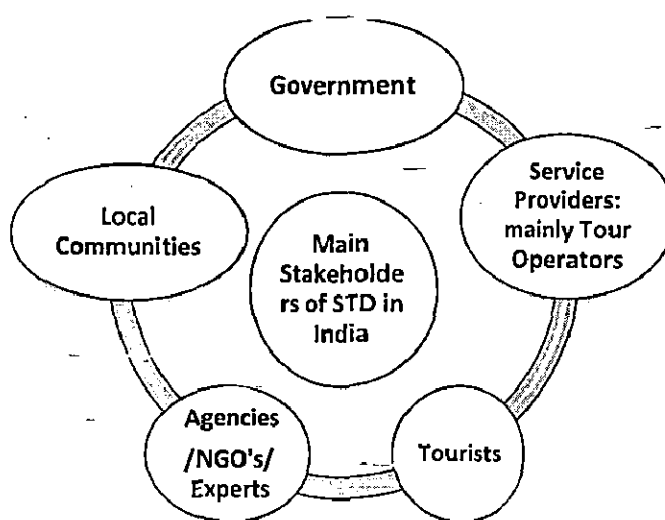


Figure 4.8: Key Stakeholders of Sustainable Tourism in India

The tourism industry is primarily driven by the service providers in the private sector, with a multiplicity of stakeholders, whose sizes range from micro enterprises to large transnational corporations. While the service providers may include accommodation units and transport sector, the Tour Operators segments have a direct relationship with not just the tourists, but also the players in the hospitality and transport sector, which makes them a key stakeholder. Tour Operator combine two or more travel services (e.g., transport, accommodation, catering, entertainment, and sightseeing) and sell them either through travel agencies or directly to final consumers as a single product called 'a package tour' (Chand, 2003-2006). They offer to the customer a packaged combination of transport, accommodation and services and often operate in the accommodation and transport sectors. The actions of these players, along with those of tourists and the local communities, determine the overall impact of tourism on the environment, whether positive or negative (STCI, 2011).

Governments play a critical role in determining the policies for sustainable tourism that enables or influences the private sector to operate more sustainably, and influence patterns of visitor flows and behavior to optimize the impact of tourism. The task of providing an enabling environment makes them a key stakeholder of sustainable tourism.

Urban-centric growth worldwide has resulted in reduced job opportunities and income levels in rural areas. Hence, to supplement agricultural income, many rural communities have moved towards livelihood diversification like provision of visitor services in tourism destinations in various states. This role of the tourism sector as an inclusive development driver of livelihoods of the local community, has taken on another crucial dimension. Local communities are becoming a formidable force for sustainable practices, especially in the preservation of cultural identities and natural heritage (STCI, 2011). This has highlighted the local communities as yet another key stakeholder in promoting sustainable tourism in the country.

The role of 'Tourists'-the end users of tourism sector, in promoting sustainable tourism cannot be underestimated as they represent the demand side of the industry, and hence have the powers to shape the nature and quality of tourism services. Besides, their awareness, acceptance and support of the sustainability initiatives in this sector, is also of immense importance in influencing the sustainability outcomes as envisaged by other stakeholders. Thus, tourists too, play a key role in sustainable tourism development in India and hence, can be considered as significant stakeholders in the domain.

The very genesis of the concept of sustainable development and subsequently sustainable tourism lies in the deliberations at the conferences of United Nations (UN): the major international body, which has a profound influence at the national policy making. Besides UN, there are other International specialized agencies like United Nations World Tourism Organization (UNWTO), United Nations Environment Program (UNEP), United Nations Educational, Scientific and Cultural Organization (UNESCO), World Travel and Tourism Council(WTTC) etc., which by its unique activities (like research, discussion, dissemination, advocacy etc.) play a critical role in developing sustainable tourism worldwide. Further, Non-Governmental Organizations (NGOs), operating at various levels (global, national, local) in various domains, have the potential to contribute in a big way in promoting sustainable tourism.

In fact, several NGOs operating in India are fighting for the cause of sustainable development in general (e.g. Greenpeace), and sustainable tourism, in particular, (HACRA in Rajasthan etc.). This reiterates the inclusion of such agencies and organizations in the category of key stakeholders of sustainable tourism development.

Thus, the goal of sustainable tourism has to be driven by the multiplicity of stakeholders and the concerted actions of all these key players will determine the overall impact of tourism on the environment, society and the economy as envisaged.

4.3.2 Role of Key Stakeholders in Sustainable Tourism Development in India

The World Conference on Sustainable Tourism (1995) not only laid the principles of sustainable tourism development, but also emphasized on the need for a coordinated course of action by key stakeholders in doing so. The Article 9 of the Charter on Sustainable Tourism clearly stipulated that “Governments and the competent authorities, with the participation of NGOs and local communities, shall undertake actions aimed at integrating the planning of tourism as a contribution to sustainable development”.

Hence, a discussion on the roles played by the key stakeholders of sustainable tourism in India; namely the Government of India, NGOs, Local Communities and Tourists, is presented in this section, based on secondary data. Since a detailed empirical survey for the tour operators have been undertaken as a substantive part of the study, their role is not discussed in this section.

4.3.2.1 Role of Government in Promoting Sustainable Tourism in India

Governments have a critical role in determining the policies for sustainable tourism and so the tourism industry in India is marked by considerable government presence. Besides, formulating policies and legislations surrounding sustainable tourism, which usually falls in the area of governance, such as land use, labor laws, environmental regulations and waste disposal, one of the primary functions of the Government is to create an environment that enables or influences the private sector to operate more sustainably, and influence patterns of visitor flows and behavior to optimize the impact of tourism (STCI, 2011). Hence, intervention by the Government is required beyond just providing an enabling environment. An overview of the

government policies and programs facilitating the development of sustainable tourism in India is presented in the sub sections below:

The Ministry of Tourism (MoT), which is a branch of the Government of India (GOI), is the apex body for the tourism sector in India. Since it's the nodal agency in the country for the formulation and administration of the rules, regulations and laws relating to the tourism sector, it has a critical role in the development and promotion of sustainable tourism in the country. The Ministry of Tourism has adopted a multi-pronged approach for the promotion of sustainable tourism, besides formulating policies and regulations.

—Further, along with its network of corporations and institutions it provides for new mechanism for speedy implementation of tourism projects, development of integrated tourism circuits, special capacity building in the unorganized hospitality sector and new marketing strategy. For example, Indian Tourism Development Corporation (ITDC), a company under MoT, Indian Tourism Development Corporation (ITDC) in each state, which runs a chain of hotels/rest houses and operates package tours, and hence, can directly affect the implementation of sustainable practices in the tourism sector. Also, institutions established by the Ministry of Tourism, like Indian Institute of Tourism and Travel Management (IITTM), an autonomous organization established in 1983 under the Ministry of Tourism, offer training, education and research in sustainable management of tourism, travel and other allied sectors.

Table 4.17 An overview of the Ministry of Tourism, GOI	
Organizational Set-up	<ul style="list-style-type: none"> • 14 Overseas Offices- 5 Regions • 20 Domestic Offices- 5 Regions • 21 Central Institutes of Hotel Managements • National Council for Hotel Management and Catering Technology (NCHMCT) (Noida). • Indian Institute of Tourism and Travel Management (IITTM) (Gwalior) • PSU- Indian Tourism Development Corporation (ITDC) • Indian Institute of Skiing and Mountaineering (IISM), Gulmarg, J&K
Sphere of Activities	<ul style="list-style-type: none"> • Tourism Infrastructure Development • Promotion and Marketing • Human Resource Development (HRD) • Co-ordination and Facilitation of Travel Trade and Hospitality Sectors.
Major Plan Schemes of Ministry of Tourism	<ul style="list-style-type: none"> • Central sector Schemes (CS). • Externally Aided Projects • Assistance to IHMs/FCI/IITTM/NIWS • Capacity Building for Service Providers • Overseas Promotion and Publicity; Domestic Promotion Market Research including 20 years Perspective Plan • Assistance for Large Revenue Generating Projects; Assistance to Central Agencies for Tourism infrastructure development

Government Policies for Sustainable Tourism Development in India

Government of India (GoI) has announced different policies for augmentation and development of the tourism sector. Some of the major national level policies announced by the Ministry of Tourism include National Tourism Policy of 1982 and 2002. Government also has made several committees on tourism like National Committee on Tourism 1986 and a Sub-committee for defining Sustainable Tourism Criteria for India (STCI) in 2010. Most of the states in India have also announced their own state tourism policy and established corporations; prominent among them are Kerala, Andhra Pradesh, Uttar Pradesh, Goa, Rajasthan etc. (Varshney, 2009). Some of the key policies and guidelines related to sustainable tourism laid down by the government are enumerated as follows.

Ecotourism Policy and Guidelines, 1998

Recognizing its role in promoting Sustainable Tourism, the Ministry of Tourism, Government of India, had, as far back as 1998, extensively deliberated with the industry and other stakeholders to formulate the wide-ranging "Ecotourism in India - Policy and Guidelines", covering: ecotourism definition, Ecotourism resources of India, Policy and planning, Operational guidelines for stakeholders and formulated environmental pledge. In this, due cognizance was taken of key parameters, such as, carrying capacity, the polluter pays principle, regulatory issues, environment care, sustaining heritage (cultural, natural, built, oral, intangible), and inclusive economic growth.

Sustainable Tourism Criteria for India, 2011

Global developments in making tourism more sustainable had their impact on policy making in India as well. United Nations Environment Program (UNEP) and UNWTO along with certain organizations grouped together, to promote the "Global Sustainable Tourism Council" and their "Global Sustainable Tourism Criteria" (GSTC) for adoption by hotels and tour operators, drawn from criteria generated by a variety of sources.

Against this background, it was considered necessary to define criteria for sustainable tourism to suit Indian conditions. Accordingly, a National Workshop on Sustainable Tourism Criteria for India was convened, which recommended a sub-committee comprising key stakeholders was constituted in 2010, for defining Sustainable Tourism Criteria for India (STCI) and indicators. Some of the key concerns considered by the committee were carrying capacity,

Local community participation, bio-degradable toilets, water harvesting, institutional certification, polluter pays principle etc. The Sustainable Tourism Criteria for India (STCI) and indicators, evolved by the Committee for the accommodation sector and tour operators sector, have been ratified by the industry associations. As other stakeholders in sustainable tourism such as airlines etc., fall outside the ambit of Ministry of Tourism, Government of India, the Criteria at present include only for tour operators and the accommodation sector that come directly within the Ministry's purview.

Recently, the Union Minister for Tourism launched these Comprehensive Sustainable Tourism Criteria for India (STCI) and committed to develop tourism in India based on the principles of sustainability, minimizing the carbon footprints (MOT, GOI Press Release, August 2014). Government has further urged all the stakeholders to ensure that strategies for development of tourism are not in conflict with the environment and that the tourism industry should not over-exploit natural and other resources for short-term gains. Some of the key strategies for the implementation of Sustainable Tourism Criteria for India (STCI) include the following:

- ⇒ Organize workshops to advocate sustainability by the Ministry for all stakeholders across the regions of the country.
- ⇒ Provide incentives for establishments complying with STCI, specially focusing on international market access, through the Ministry's Market Development Assistance scheme, and also, operational advantage concerning energy, water and other input requirements, as feasible.
- ⇒ Support all tourism sector associations for skill development, as in 'Hunar Se Rozgar' for unskilled, low-skilled and, semi-skilled and craftsperson categories.
- ⇒ MSME tourism service providers to be specially supported after meeting eligibility and STCI compliance conditions.
- ⇒ Capacity building in industry and Government by identifying institutions for developing a pool of trainers, training of trainers, etc. School and college curricula to incorporate sustainable tourism.

Sustainable Tourism and Five-Year Plans of India

Indian economy has been premised on the concept of planning, carried through the Five-Year Plans, since 1957. The Eleventh Plan completed its term in March 2012 and the Twelfth Plan is currently underway. The tourism sector's capability as a sustainable and inclusive development driver has been reiterated since the 10th and 11th Five Year Plan, keeping pace with the global Millennium Development Goals lay down by the United Nations.

The 12th Five Year Plan gave further fillip and importance to promote sustainable tourism in the country to achieve its objective of 'Faster, Sustainable and More Inclusive Growth'. It was acknowledged in the plan that the realization of the country's huge tourism potential depends overcoming the constraints like inadequate transportation infrastructure; lack of hotel facilities, multiple and higher taxation; inadequate financial resources for enterprises/skills, inadequate safety and hygiene conditions around tourist attractions. The challenges are further magnified in the context of a federal structure where the responsibilities for policy making and implementation is fragmented across levels of government and coordination between them is often lacking (XIIth FYP, 2012).

Planners in XIIth plan recommended to adopt a 'pro-poor tourism' approach aimed at increasing the net benefits that flow to the poor from tourism and related activities. Such a strategy to realize India's enormous assets with tourism potential, required collaboration between many agencies, especially at the local level to create an attractive and safe transit experience. These strategies were divided into those that generate three different types of local benefit: economic benefits, non-cash livelihood benefits (such as physical, social or cultural improvements), and less tangible benefits of participation and involvement.

For the implementation of these strategies, developing formal and informal links between all stakeholders and coordination across all levels of government was strongly recommended. This required that awareness is created amongst all stakeholders and across government about the contribution of tourism to local livelihoods and engage them in joint initiatives to increase the local economic development and impact on poverty reduction.

Government Programs for Sustainable Tourism Development in India

Government of India has launched several programs to enhance sustainability in the tourism sector. Some of the flagship programs are summarized as follows:

Incredible India

Incredible India is the name of an international marketing campaign by the Government of India to promote tourism in India in 2002 to an audience of global appeal. It is a part of conscious effort by the ministry to bring in more professionalism in its attempts to promote tourism. The tourism ministry engaged the services of advertising and marketing firm Ogilvy & Mather (India) (O&M) to create a new campaign to increase tourist inflows into the country. The campaign projected India as an attractive tourist destination by showcasing different aspects of Indian culture and history like yoga, spirituality, etc. The campaign was conducted globally and received appreciation from tourism industry observers and travelers alike. In 2009, the then minister of tourism, extended the Incredible India campaign to the domestic tourism sector as well and allocated huge funds for the purpose (Incredible india.org).

Atithi Devo Bhava

In 2008, the Ministry of Tourism launched a campaign targeted at the local population to educate them regarding good behavior and etiquette when dealing with foreign tourists. Indian actor Aamir Khan was commissioned to endorse the campaign which was titled 'Atithi devo Bhava', Sanskrit for 'Guests are like God'. Atithi devo Bhava aimed at creating awareness about the effects of tourism and sensitizing the local population about preservation of India's heritage, culture, cleanliness and hospitality. It also attempted to re-instill a sense of responsibility towards tourists and reinforce the confidence of foreign tourists towards India as a preferred holiday destination. The concept was designed to complement the 'Incredible India' Campaign. (Incredible india.org)

'Atithi Devo Bhavah', thus, is a social awareness campaign that aimed at providing the inbound tourist a greater sense of being welcomed to the country. The campaign targets the general public, while focusing mainly on the stakeholders of the tourism industry. The campaign provides training and orientation to taxi driver, guides, immigration officers, police, and other personnel who interact directly with the tourists.

Hunar se Rozgar Tak- HSRT

It is an initiative of Ministry of Tourism to create employment through skill development of inclusive nature. Under this initiative Eighth / Tenth pass youth in the age group of 18- 28 are trained in the course of Food and Beverage Service and Food Production, Bakery and Housekeeping, courses have been expanded in the areas of Tourist Vehicle Drivers (already initiated), Polo grooms , Nature Guides, High Altitude Service Providers, River Rafting Guides , Maintaining Guides/ Adventure Travel Escorts. Some of the recent achievements in this scheme as published by MoT in its recent E-book (www.rtdc.in) uploaded on its site include the following:

- ⇒ 28579 persons trained under Hunar Se RozgarTak scheme from in this financial year upto 30th November 2014.
- ⇒ MoT organized 3 month Chinese Speaking Tourist Guide course for Executives of members of Indian Association of Tour Operators.
- ⇒ Skill Testing and Certification: The Ministry of Tourism runs a skill testing and certification program for the existing service providers in the hospitality sector. 12234 service providers have been certified till 30th November 2014 during 2014-15.

Recent Government Actions for promoting Sustainable Tourism in India

Some of the recent initiatives undertaken by the ministry of tourism toward promoting sustainable tourism in the country include the following:

- ⇒ Electronic Travel Authorization: Giving the Tourism Sector a significant push , the government announced Online Visa facility for nationals of 43 countries on 27th November, 2014, at 9 airports. Tourist Visa on Arrival enabled with Electronic Travel Authorization is the latest in the series of measures to ease visa regime and encourage foreigners to visit India.
- ⇒ Mobile Application for Tourists: The Ministry of Tourism has launched the Incredible India mobile application in August 2014 to assist international and domestic tourists in accessing information about Ministry of Tourism recognized tourism service providers. Details will be given through this application to the tourists on their mobile phones based

on their current location. Incredible India Mobile Application is available for the Android Phone and I Phones.

- ⇒ **Incredible India Helpline:** In a path breaking initiative the ministry of Tourism launched a 24* 7 Incredible India Toll Free Helpline for Tourists on 26. 12. 2014. The code is 1363/1800-111363.
- ⇒ **Revamping of 'Hunar Se Rozgar Tak':** The Skill Development Initiative of the Ministry of Tourism 'Hunar Se Rozgar Tak' was revamped under the title 'Badhte Kadam' to allow All India Council for Technical Education, National Skill Development Agency, government approved institutes and professional /skill imparting agencies of proven credentials as implementing agencies.
- ⇒ **New Initiatives announced in Budget 2014-15:**
 - Integrated Development of Tourist Circuits around Specific Themes.
 - National Mission on Pilgrimage Rejuvenation and Spiritual Augmentation Drive (PRASAD).
 - Product/Infrastructure Development for Destination and Circuits (PIDDC)
 - Rural Tourism infrastructure development

4.3.2.2 Role of Tourists in promoting Sustainable Tourism in India

Tourists, being the ultimate beneficiary of tourism services, are one of the key stakeholders in sustainable tourism, and hence can play a significant role to promote it. As per the report on 'Tourism and Sustainable development', (DESA, 1999), some of the duties of a tourist in the development of sustainable tourism include respecting the natural and cultural heritage of the area and follow local customs and etiquette; respecting privacy of local individuals and use restraint in taking photographs of others; respecting holy places and strictly following the guidelines for personal safety and security.

In the context of Indian Tourism, despite having an age old tradition of giving divine importance to tourists, the plight of foreign tourists had been very difficult. This was largely due to the irresponsible and uncaring attitude of the local population, which has been addressed by the Ministry of Tourism in its social campaign 'Atithi Devo Bhava' to educate them regarding good behavior and etiquette when dealing with foreign tourists. This campaign aimed at

sensitizing the local population about preservation of India's cultural heritage and also to re-instill a sense of responsibility towards tourists and reinforce the confidence of foreign tourists towards India as a preferred holiday destination (Incredible india.org).

Tourists largely play a reactive role rather than a proactive one in sustainable tourism development in India. Tourist's feedback and satisfaction has been an important source of information for other stakeholders in the tourism supply chain. The Ministry of Tourism (GOI) commissions studies at regular intervals, at state and country level, to gauge the expectations of the tourists, while strategizing for better tourism services in the future. This is why no separate tourist survey has been included in the research design for the study. A glimpse of some recent reports of such surveys assessing the satisfaction level of tourists, both foreign and domestic, regarding various service parameters is represented in the Table 4.18 and 4.19, for two important tourist destinations states-Madhya Pradesh and Sikkim.

Table 4.18 Satisfaction level of services by Sample Foreign Overnight Visitors (in %)

Parameters	Madhya Pradesh		Sikkim	
	Unsatisfied	Completely dissatisfied	Unsatisfied	Completely dissatisfied
Availability of Tour Operator	28.6	64.3	28.6	64.3
Availability of Transportation	56.3	37.5	56.3	37.4
Availability of Tourist Guide	30.8	61.5	30.8	61.5
Quality of accommodation	50.0	31.3	50.0	31.2
Public Convenience	60.0	13.3	60.0	13.3
Eating Places	61.5	15.4	61.5	15.4
Information Centers	63.6	27.3	63.6	27.3
Souvenir Shops	78.6	7.1	78.6	7.2
Entertainment Places	28.6	42.9	28.6	42.8
Quality of Roads	6.3	0.0	6.3	0.0
Security	73.3	0.0	73.3	0.0
Behavior of Local People	20.0	66.7	20.0	66.7
Shops other than souvenir	66.7	33.3	66.7	33.3
Upkeep of tourist sites	52.9	23.5	52.9	23.6
Accommodation tariff	70.6	23.5	70.6	23.5
Quality of Information	71.4	21.4	71.4	21.5

Source: Adapted from Annual Reports on Tourism Survey, 2013 (www.tourism.gov.in)

As evident from the Table 4.18, 60-80 % of foreign tourists were not satisfied with almost all of the service parameters assessed in both the states. With regards to the availability of tour operators, transportation, tourist guide, quality of accommodation, eating places, upkeep of

tourists' sites, almost 80% of the foreign tourists are not satisfied. However, more than 90% foreign tourists are dissatisfied with information centers, quality of information, accommodation tariff and also the behavior of local people. While 73% of them are dissatisfied with the security level, only 6.3% are dissatisfied with the quality of roads. To conclude, while infrastructure quality may not be a major problem in these states, quality of services do seem to be. A major concern is the dissatisfaction with the behavior of the local people and the consequent feeling of insecurity.

Table 4.19 Satisfaction level of services by Sample Domestic Overnight Visitors (in %)

Parameters	Madhya Pradesh		Sikkim	
	Unsatisfied	Completely Dissatisfied	Unsatisfied	Completely dissatisfied
Availability of Tour Operator	42.3	10.5	42.4	10.5
Availability of Transportation	25.3	1.5	25.4	1.5
Availability of Tourist Guide	53.9	5.8	53.9	5.8
Quality of accommodation	40.6	2.7	40.7	2.7
Public Convenience	36.9	2.1	36.8	2.1
Eating Places	38.5	1.8	38.5	1.8
Information Centers	30.2	14.6	30.3	14.6
Souvenir Shops	33.5	2.8	33.5	2.8
Entertainment Places	27.5	4.2	27.6	4.2
Quality of Roads	25.2	2.9	25.1	2.9
Security	28.0	2.6	28.0	2.6
Behavior of Local People	23.5	4.3	23.6	4.3
Shops other than souvenir	16.5	34.0	16.5	34.0
Upkeep of tourist sites	30.6	21.4	30.7	21.4
Accommodation tariff	29.5	3.8	29.5	3.8
Quality of Information	28.3	3.8	28.3	3.8

Source: Annual Report Tourism Survey, 2013 (www.tourism.gov.in)

In case of domestic tourists survey in the same destinations, the percentage of dissatisfied tourists for the same service parameters are much lesser (30-50%) as compared to domestic tourists. With regards to the availability of tour operators, souvenir Shops, shops other than souvenir, transportation, quality of accommodation, eating places, accommodation tariff and also the behavior of local people, almost 50% of the domestic tourists are not satisfied. However, more than 50% domestic tourists are dissatisfied with availability of tour operators, availability of tour guides, and upkeep of tourists' sites. While 30% of them are dissatisfied with the security level, surprisingly 27% are dissatisfied with the quality of roads as compared to only 6.3% of foreign tourists. To conclude, while quality of services is a concern raised by domestic tourists as well, it is not as pronounced as in case of the foreign tourists.

Thus, tourist's honest feedback can play a critical role in shaping the policies and strategies for promoting sustainable tourism in the country. However, tourists have yet to play a proactive role in sustainable tourism development in India as envisaged by global agencies (DESA, 1999).

4.3.2.3 Role of Non-governmental Organizations (NGOs) in STD

Non-governmental Organizations (NGOs) have played a major role in pushing for sustainable tourism development globally, and is poised play greater role in India as well. Campaigning groups have been key drivers of inter-governmental negotiations, renegotiations, ranging from the regulation of hazardous wastes to a global ban on land mines etc. (UNWTO Report, 1998).

A significant number of NGOs are engaged in the field of the protection of the environment and promote tourism practices that are environmentally sustainable, economically beneficial to local communities and educational experiences for tourists. Some of the key roles played by NGOs in India include:-

- ⇒ Act as intermediaries between the stakeholders in the ecotourism network, e.g. communities, tourism, industry, agencies of protected areas. Their role is particularly valuable as NGOs are often considered to be neutral players among competing interests which is difficult to reconcile.
- ⇒ Many NGOs collaborate with state to achieve more significant environmental benefits. Centre for Environment Education (CEE) is a Gujarat based national institution, established in August 1984 as a Centre of Excellence supported by the Ministry of Environment and Forests, Government of India. This institution facilitates and networks with many grass-root NGOs working in the field of biodiversity conservation (DESA, 1999).
- ⇒ Collaborate with the operators of the protected areas for the implementation of an ecotourism program, e.g. training or the operation of an information center. NGOs are usually funded by external bodies and implement their action plan after a joint approval. In some cases, NGOs fully undertake the implementation of an ecotourism program.
- ⇒ Some NGOs offer ecotourism services, in exceptional cases, such as the organization and promotion of packaged excursions, transport and board. For e.g. An NGO named

HACRA-DHANI, is a responsible travel maker based in Rajasthan. This NGO eco tour operator is committed to offering low-impact tours that benefit travelers and host alike. They work with local communities, small businesses and other NGO's to develop sustainable tourism opportunities that help local economies while minimizing negative environmental and cultural impacts (DESA, 1999).

Thus, NGOs in India play an important role in the promotion of ecotourism practices through the positive interaction with the local communities, the private sector and the tourism industry. However, here are some of the other significant roles NGOs in India can assume in promoting sustainable tourism.

- ⇒ Several NGOs act as tourists' educators so that the latter can change their consumption patterns and adopt an appropriate, environmentally and socially acceptable conduct in the destinations or as sources of supply of relevant technical knowledge and experience (UNCSD NGO. 1999: 8).
- ⇒ NGOs can promote research on the impacts of tourism, the adoption of sustainable tourism criteria and the possibilities for their implementation;
- ⇒ NGOs can monitor tourism development in different areas, tourism industry actions as well as the residents' reaction to tourism development.

4.3.2.4 Role of Local Community in promoting Sustainable Tourism in India

Tourism projects that engage local communities directly in their planning and implementation are much more likely to be successful in delivering local benefits and to be sustained over time. According to the report by UNEP and WTO (2005) on 'Making Tourism More Sustainable: A Guide for Policy Makers', a fundamental principle of sustainable development is to engage and empower local communities in planning and decision making about the management and future development of tourism in their area, in consultation with other stakeholders, thus, giving people responsibility and control over their lives. Hence, it is important to:

- Fully engage the local community in the development of tourism policies and plans. This should involve local government institutions and there should be a

process of wider consultation and participation for the community and other stakeholders.

- Empower local communities to influence decisions on tourism development in their area. This process covers both the ongoing direction of tourism and determination of individual development proposals.

In India, policy makers have realized the significance of the role played by the local community in promoting sustainable tourism. The XIIth Five Year Plan Approach Paper, laid down the policies and strategies to generate different types of local benefit: economic benefits, non-cash livelihood benefits (such as physical, social or cultural improvements), and less tangible benefits of participation and involvement. Some of the key strategies recommended in the plan include the following:

Strategies for creating economic benefits

- ⇒ Expansion of local employment through commitment to creation of local jobs and training of locals for employment;
- ⇒ Expansion of business opportunities for small and micro businesses and entrepreneurs that sell inputs such as food, fuel, or building materials either to businesses engaged in tourism or directly to tourists, such as guiding, crafts, tea shops
- ⇒ Development of collective community income by way of equity dividends, lease fee, revenue share, or donations for use of community resources, in particular, land to develop infrastructure and other facilities usually in partnership with tourism operators or government institutions.

Strategies to enhance Non-cash livelihood benefits to the locals

- ⇒ Capacity building, training and empowerment;
- ⇒ Mitigating of the environmental impact of tourism on the poor and management of competing demands for access to natural resources between tourism and local people;
- ⇒ Improving social and cultural impacts of tourism;

⇒ Improving access to services and infrastructure like health care, security, water supplies, transport, hygiene, sanitation, waste disposal etc.

For the implementation of these strategies, it was envisaged to develop formal and informal links between all stakeholders and coordination across all levels of Government, establishing a 'whole government' agenda for tourism development and creating convergence and synergy across programs. This required that awareness is created amongst all stakeholders and across government about the contribution of tourism to local livelihoods and engage them in joint initiatives to increase the local economic development and impact on poverty reduction.

As a result of such initiatives, Kerala Tourism has been conferred the top United Nations Award in 2014, for its path-breaking 'Responsible Tourism' project in Kumarakom, which has successfully linked the local community with the hospitality industry and government departments, thereby creating a model for empowerment and development of the people in the area while sustaining eco-friendly tourism. According to Kerala Tourism Minister Shri A P Anilkumar, "It is recognition of our continuing efforts to sustain global tourism, which can progress only if we consider the local community as our biggest partner. By building healthy private-public partnerships at the local level with the active involvement of the local community, we can create jobs locally, improve the lives of members of the local community and preserve its culture and ethos through sustainable tourism"(www.travelinroyalsplendour.com). However, this successful model is not widely replicated yet and hence requires much more efforts to achieve the potential synergy with the local communities.

4.3.2.5 Role of Tour Operators in promoting Sustainable Tourism in India

Tour Operator is a business that combines two or more travel services (e.g., transport, accommodation, catering, entertainment, and sightseeing) and sells them either through travel agencies or directly to final consumers as a single product called 'a package tour' (Chand, 2003-2006). The tour operators offer a packaged combination of transport, accommodation and services and have very significant roles to play as travel intermediaries that link local tourism suppliers with overseas tour operators (Chand, 2006; Pearce, 2007).

Tour Operators represent an important link towards the development of culturally responsible tourism behavior (Mckercher, B. and du Cross, H, 2002). The role of a tour operator

is to be a cultural broker who facilitates communication i.e. understanding and action between hosts and tourist who differ culturally (Burns, P.1999), and hence can play the most significant role in promoting sustainable tourism. (www.travelbizmonitor.com) has envisaged codes of responsible tourism for Tour Operators worldwide and has even established criteria and indicators to assess their contribution in promoting sustainable tourism.

Every single tour operators is required to follow the UNWTO international codes of responsible tourism behavior, some of which are as follows:

- ⇒ Tour Operators and Wholesalers need to develop educational travel programs (e.g. destination familiarization presentations) that would provide examples of the specific foreign language and non-verbal behavior codes, explain the preservation programs for natural , historical and cultural resources in foreign countries, principles of conservation different customs and foreign cultural policies, as well as the tour guides training and responsibilities, cultural assistance programs, and coordination of cultural and social requirements.(Mckercher, B . and du Cross, H, 2002).
- ⇒ The Tour Operators responsibility is to demonstrate respect to the host country by negotiating with host communities the conditions required for tourist visits some of these conditions are the recognition of acceptable activities, suitable group size and appropriate places for tourist visitation.
- ⇒ Tour Operators should treat cultural heritage of the host country with dignity and respect by informing tourists about local customs and traditions and appropriate behavior. They should ensure that tourists ask permission to take photographs or videotape local people, and do not damage or remove religious or cultural artifacts.

In India, the Ministry of Tourism (MoT) has provided for a classification of the travel trade service providers and grants recognition to these tour providers, in order to ensure that they provide quality services to the tourists. A list of approved categories of Tour Operators and their brief description is provided in the Table 4.20 below. Thus, in order to encourage quality standard and service in this category so as to promote sustainable tourism in India, a voluntary scheme of granting recognition is open to all bonafide tour operators to bring them in organized sector. Guidelines and details of the process and tenure of recognition are provided on the official site of the Ministry of Tourism ([www. tourism.gov.in](http://www.tourism.gov.in)). As on December, 2014, 407

Inbound Tour Operators and 107 Domestic Tour Operators were registered with the Ministry of Tourism (MoT).

Table No: 4.20: Categories of Tour Operators in India

S. no	Categories	Definition
1	Travel Agents	A Travel Agent is one who makes arrangements of tickets for travel by air, rail, ship, passport, visa, etc. It may also arrange accommodation, tours, entertainment and other tourism related services
2	Inbound Tour Operators	An Inbound tour operator is one who makes arrangements for transport, accommodation, sightseeing, entertainment and other tourism related services for foreign tourist.
3	Tourist Transport Operators	A Tourist Transport Operator Organization is one, who provides tourist transport like cars, coaches, boats etc. to tourists for transfers, sightseeing and journeys to tourist places etc.
4	Adventure Tour Operators	An Adventure Tour Operator is one who is engaged in activities related to Adventure Tourism in India namely, water sports, aero sports, mountaineering, trekking and safaris of various kinds, etc. In addition to that he may also make arrangements for transport, accommodation, etc
5	Domestic Tour Operators	A domestic tour operator is one who makes arrangements for transport, accommodation, sightseeing, entertainment and other tourism related services for domestic tourists.

Source: Ministry of Tourism, Government of India (www.tourism.gov.in)

To further involve and engage the Tour Operators in India in promoting sustainable tourism, a comprehensive set of criteria and indicators (STCI, 2011) have been outlined by the committee which has been launched recently (Press release, August 2014, MoT) for various other segments like the accommodation sector etc., by the Minister of Tourism. This is expected to enhance the level of sustainable tourism development in the country, provided these are implemented sincerely by these stakeholders. As a part of the doctoral research under consideration, a comprehensive empirical survey has been undertaken to assess the level of perception, implementation and contribution of Tour Operators in India in promoting sustainable tourism in the country. The results and implications of the survey are reported in chapter five of the thesis, and form the key focus of the research study.

4.4 MODELING FACTORS OF SUSTAINABLE TOURISM DEVELOPMENT IN INDIA

Factors driving the development of sustainable tourism have been generally categorized as environmental, economic and socio-cultural, and are globally accepted. In fact, these are the broad dimensions of sustainable development, which have been used to analyze the status of sustainable tourism in the first part of this chapter. Further, based on literature review, the micro constituents/factors of these dimensions have been identified and their relationships with the extent of sustainable tourism has been hypothesized, and are to be tested empirically based on the survey of the tour operators in India.

Since most of these variables were drawn from the research/studies conducted in developed contexts, it was imperative to have a preliminary understanding of these variables from the domain experts in India. Though these variables form the basis of the criteria and indicators for sustainable tourism developed globally (GSTCI, 2009) and in India (STCI, 2011), a structural analysis of how various factors of sustainable tourism interact or affect each other can bring greater clarity, given the complexity of the situation.

Identification of structure within a system i.e. identifying relationships among the variables can be of great value in dealing effectively with the system and better decision-making. Hence, a qualitative tool called Total Interpretive Structural Modeling (TISM), which is an improved version of Interpretive Structural Modeling (ISM) has been used to model the factors of sustainable tourism development in India. Expert's inputs about the possible relationship among the factors have been taken to develop the model. An introduction to the methodology of TISM, and the structural model and the interpretation for the study is discussed in the following sub-sections.

4.4.1 Introduction to TISM (Total Interpretive Structural Modeling)

Structural models may include interaction matrices and graphs (Warfield, 1973a, b, 1974b); Delta charts; signal flow graphs, etc., which lack an interpretation of the embedded object or representation system. An interpretive structural model (ISM) deals with the interpretation of the embedded object or representation system by systematic iterative application of graph theory

resulting in a directed graph for the complex system for a given contextual relationship amongst a set of elements. Interpretive structural modeling, can, therefore, be defined as a process that transforms unclear and poorly articulated mental models of systems into visible and well-defined models useful for many purposes.

In any Interpretive Structural Model (ISM), the interpretation of the diagram can be done at two levels, i.e. nodes and links. An ISM interprets the nodes in terms of the definition of elements. But the interpretation of links is comparatively weak in ISM; this is limited to interpreting the contextual relationship between the elements and the direction of relationship in a paired comparison. But the interpretation of the directed link in terms of how it operates is lacking (Sushil, 2009). For example, two objectives A and B are related by the contextual relationship 'will help achieve'. If there is a directed relationship in an ISM from objective A to objective B, thereby implying that objective A is helping to achieve objective B, it does not interpret that in what way objective A is helping to achieve objective B. This weakness of ISM methodology has been addressed by Sushil (2009), whose framework and methodology of Total Interpretive Structural Modeling (TISM) interprets the links in the interpretive structural models using the tool of Interpretive Matrix (Sushil, 2005a).

Thus, TISM is essentially an innovative version of Warfield's (1973, 1974) Interpretive Structural Modeling (ISM) technique (Nasim, 2011) and is used to model/structure the factors of sustainable tourism development in India for greater understanding of the interplay of these forces.

4.4.2 Methodology Adopted for Modeling (TISM)

The framework and methodology of Total Interpretive Structural Modeling (TISM) is used to delineate the hierarchical relationships among the micro variables of both dependent and independent variables for the study i.e. micro variables of Sustainable Tourism Development in India and the micro constituents of Independent variables of Economic, Environmental and Socio-Cultural factors.

Opinion from a group of select domain experts has been taken to evolve the model. The central tool of ISM, i.e. reachability matrix and its partitions is adopted as it is in the process of

TISM. The basic process of TISM is presented in a step-by-step manner are diagrammatically portrayed in Figure 3.8 (chapter-3) and briefly outlined below. These steps along with the matrices and other tools are illustrated using the variables of 'sustainable tourism development' for which the TISM is conducted.

Step I: Identify and Define Elements

The first step in any structural modeling is to identify and define the elements whose relationships are to be modeled. This can be done by using any idea generation method as a small group exercise or may also be related with past studies if such information is available. For the study the micro variables of 'sustainable tourism development', as identified from the literature, have been used to identify their inter-relationships.

Step II: Define Contextual Relationship

In order to develop the model of the structure relating the elements, it is crucial to state the contextual relationship between the elements. For example the contextual relationship between different elements (factors affecting sustainable tourism) as identified for the study is: 'Developing sustainable infrastructure (S3) influence/enhance 'sustainable tourism development in India (S1)'. Expert inputs are solicited to capture the contextual relationship among the elements.

Step III: Interpretation of Relationship

This is the first step forward over the traditional ISM. Though ISM, too, captures the contextual relationship, it remains silent on how that relationship really works. Thus, in order to interpret the ISM further to make it TISM, it is advisable to seek clarification from the experts the interpretation/logic behind the expressed relationship as illustrated in Table 4.21. That is, experts not only indicate whether 'Developing sustainable infrastructure (S3) influence/enhance 'sustainable tourism development in India (S1)' or not, but also explain 'in what way they influence/enhance?'. The interpretation of the relationship would be specific for each pair of variables of sustainable tourism and would make the deep rooted knowledge explicit by capturing the logic from the experts. The basic sets of elements considered for the study, contextual relationship and interpretation of the relationship are summarized in Table 4.21. The template prepared and used for seeking inputs from the expert(s) for sustainable tourism

development factors is presented in Appendix II. The list of experts used for filling up the template is also included in the Appendix II.

Table 4.21: Elements, Contextual Relationship and Interpretation for the Sustainable Tourism Development in India

Element No.	Elements	Contextual Relation	Interpretation
Factors Affecting Sustainable Tourism Development in India			
S1	Extent of Sustainable Tourism Development in India	Factor S1 will influence/enhance Factor S2	How or in what way Factor S1 will influence/enhance Factor S2?
S2	Sustainable Management Practices		
S3	Development of Sustainable Infrastructure		
S4	Generation of Employment Opportunity		
S5	Benefit to Local Community		
S6	Reduction in Pollution		
S7	Conservation of Resources		
S8	Preserving Cultural Heritage		
S9	Community Participation and Development		

Step IV: Interpretive Logic of Pair-wise Comparison

In ISM, the elements are compared to develop SSIM, as described previously. The only interpretation that is made here relate to the direction of the relationship. In order to upgrade it to TISM, it is proposed to make use of the concept of interpretive matrix so as to fully interpret each paired comparison in terms of how that directional relationship operates in the system under consideration by answering the interpretive query as mentioned in step III. For paired comparison, the i th element is compared individually to all the elements from $(i+1)$ th to the n th element. If there are n elements, there will be in all $n(n-1)/2$ paired comparisons. Since each pair of elements (i,j) may have two possible directional links $i-j$ or $j-i$, there will be in all $n(n-1)$ rows in the Knowledge Base. For each $i-j$ link the entry could be 'Yes(Y)' or 'No(N)' and if it is 'Yes', then it is to be further interpreted. This will reveal the interpretive logic of the paired relationships in the form of 'Interpretive Logic - Knowledge Base'. This is illustrated in the template used to capture the response of the experts regarding relationship among factors affecting sustainable tourism development in India, as attached in Appendix II.

Step V: Reachability Matrix and Transitivity Check

The paired comparisons in the interpretive logic – knowledge base are translated in the form of reachability matrix by making entry 1 in i - j cell, if the corresponding entry in knowledge base is ‘Y’, or else it should be entered as 0 for the corresponding entry ‘N’ in knowledge base. This matrix is checked for the transitivity rule and updated till full transitivity is established, as shown in Table: 4.22 for the factors of ‘Sustainable Tourism Development in India’. For each new transitive link, the knowledge base is also updated. The ‘No’ entry is to be changed to ‘Yes’ and in the interpretation column ‘Transitive’ is entered. If the transitive relationship can be meaningfully explained, then the logic is written along with the ‘Transitive’ entry or else it is left as it is.

Step VI: Level Partition on Reachability Matrix

The level partition is carried out similar to-ISM to know the placement of elements level-wise (Warfield, 1974c; Saxena, Sushil and Vrat, 2006). Determine the reachability and antecedent sets for all the elements. The elements in the top level of the hierarchy will not reach any elements above their own level. As a result, the reachability set for a top level element will consist of the element itself and any other elements within the same level which the element may reach, such as components of a strongly connected sub-set. The antecedent set for a top level element will consist of the element itself, elements which reach it from lower levels, and any element of a strongly connected sub-set involving in the top level. As a result, the intersection of the reachability set and the antecedent set will be the same as the reachability set in case the element is in the top level. The top level elements satisfying the above condition should be removed from the element set and the exercise is to be repeated iteratively till all the levels are determined (Refer to Tables 4.23a - 4.23d).

Step VII: Developing Diagraph

The elements are arranged graphically in levels and the directed links are drawn as per the relationships shown in the reachability matrix. A simpler version of the initial diagraph is obtained by eliminating the transitive relationships step-by-step by examining their interpretation from the knowledge base. Only those transitive relationships may be retained whose interpretation is crucial (Figure 4.5).

Step VIII: Interaction Matrix

The final diagram is translated into a binary interaction matrix form depicting all the interactions by 1 entry (Appendix II). The cells with 1 entry are interpreted by picking the relevant interpretation from the knowledge base in the form of interpretive matrix.

Step IX: Total Interpretive Structural Model

The connective and interpretive information contained in the interpretive direct interaction matrix and diagram is used to derive the TISM. The nodes in the diagram are replaced by the interpretation of elements placed in boxes. The interpretation in the cells of interpretive direct interaction matrix is depicted by the side of the respective links in the structural model. This leads to total interpretation of the structural model in terms of the interpretation of its nodes as well as links, as depicted in Figure 4.9.

4.4.3 TISM for Sustainable Tourism Development in India

As indicated earlier, the total interpretive structural model (TISM) has been developed to explore the relationships among the micro variables of sustainable tourism development in the context of India. In this section the reachability matrix (Table 4.22), the matrices for partitioning the variables into various levels (Table 4.23a - 4.23e), the diagram depicting the relationship among the nodes (Figure 4.9), the ISM in Figure 4.10 and the final TISM (Figure 4.11) is presented, followed by a discussion on the relationships identified.

Table 4.22: Reachability Matrix for Sustainable Tourism Development

	S1	S2	S3	S4	S5	S6	S7	S8	S9
S1	1	1	0	0	0	0	0	0	0
S2	1	1	0	0	0	0	0	0	0
S3	0	0	1	1	0	1	0	1	1
S4	1	0	0	1	1	0	0	0	0
S5	1	0	0	0	1	0	0	0	0
S6	1	0	0	1	1	1	1	1	0
S7	0	0	0	0	1	1	1	0	0
S8	0	0	1	1	0	1	0	1	1
S9	1	0	1	0	0	1	1	1	1

Table-4.23a Partitioning the reach ability matrix into different levels (Iteration-1).

Factors	Reach ability set	Antecedent Set	Intersection Set	Level
S1	1,2	1,2,3,4,5,6,7,8,9	1	I
S2	1,2	1,2,	1,2	I
S3	3,4,6,8,9	3,8,9	3,8,9	
S4	1,4,5	3,4,6,8	4	
S5	1,5	4,5,6,7,	5	
S6	1,4,5,6,7,8	3,6,7,8,9	6,7,8	
S7	5,6,7	6,7,9	6,7	
S8	3,4,6,8,9	3,6,8,9	3,6,8,9	
S9	1,6,7,8,9	3,8,9	3,8,9	

Table-4.23b Partitioning the reach ability matrix into different levels (Iteration-2).

Factors	Reach ability set	Antecedent Set	Intersection Set	Level
S3	3,4,6,8,9	3,8,9	3,8,9	
S4	4,5	3,4,6,8	4	
S5	5	4,5,6,7,	5	II
S6	4,5,6,7,8	3,6,7,8,9	6,7,8	
S7	5,6,7	6,7,9	6,7	
S8	3,4,6,8,9	3,6,8,9	3,6,8,9	
S9	6,7,8,9	8,9	8,9	

Table-4.23c Partitioning the reach ability matrix into different levels (Iteration-3).

Factors	Reach ability set	Antecedent Set	Intersection Set	Level
S3	3,4,6,8,9	3,8,9	3,8,9	
S4	4	3,4,6,8	4	III
S6	6,7,8	3,6,7,8,9	6,7,8	III
S7	6,7	6,7,9	6,7	III
S8	3,4,6,8,9	3,6,8,9	3,6,8,9	
S9	6,7,8,9	8,9	8,9	

Table-4.23 d Partitioning the reach ability matrix into different levels (Iteration-4).

Factors	Reach ability set	Antecedent Set	Intersection Set	Level
S3	3,8,9	3,8,9	3,8,9	IV
S8	3,8,9	3,8,9	3,8,9	IV
S9	8,9	8,9	8,9	IV

Table-4.23e List of variables and their levels in TISM

S. No.	Variable Code	Variables	Level in the TISM
1	S1	Sustainable Tourism Development in India	I
2	S2	Sustainable Management Practices	I
3	S3	Development of Sustainable Infrastructure	IV
4	S4	Generation of Employment Opportunity	III
5	S5	Benefit to Local Community	II
6	S6	Reduction in Pollution	III
7	S7	Conservation of Resources	III
8	S8	Preserving Cultural Heritage	IV
9	S9	Community Participation and Development	IV

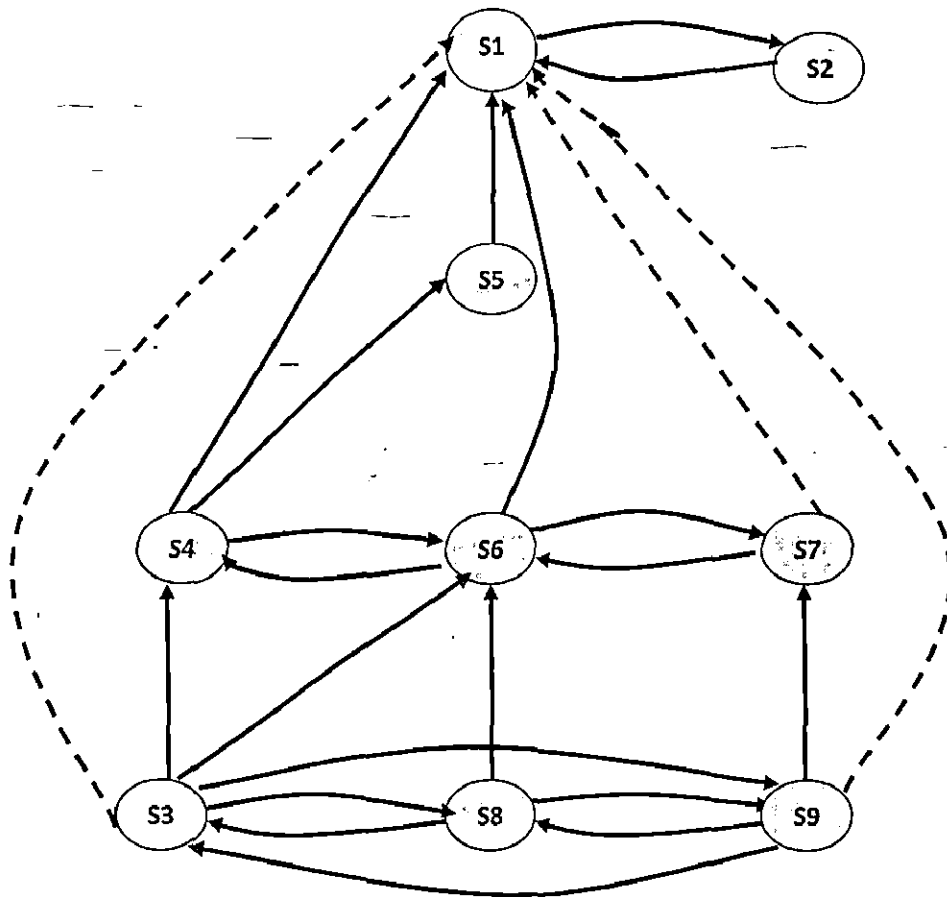


Figure-4.9- Diagram with significant transitive links

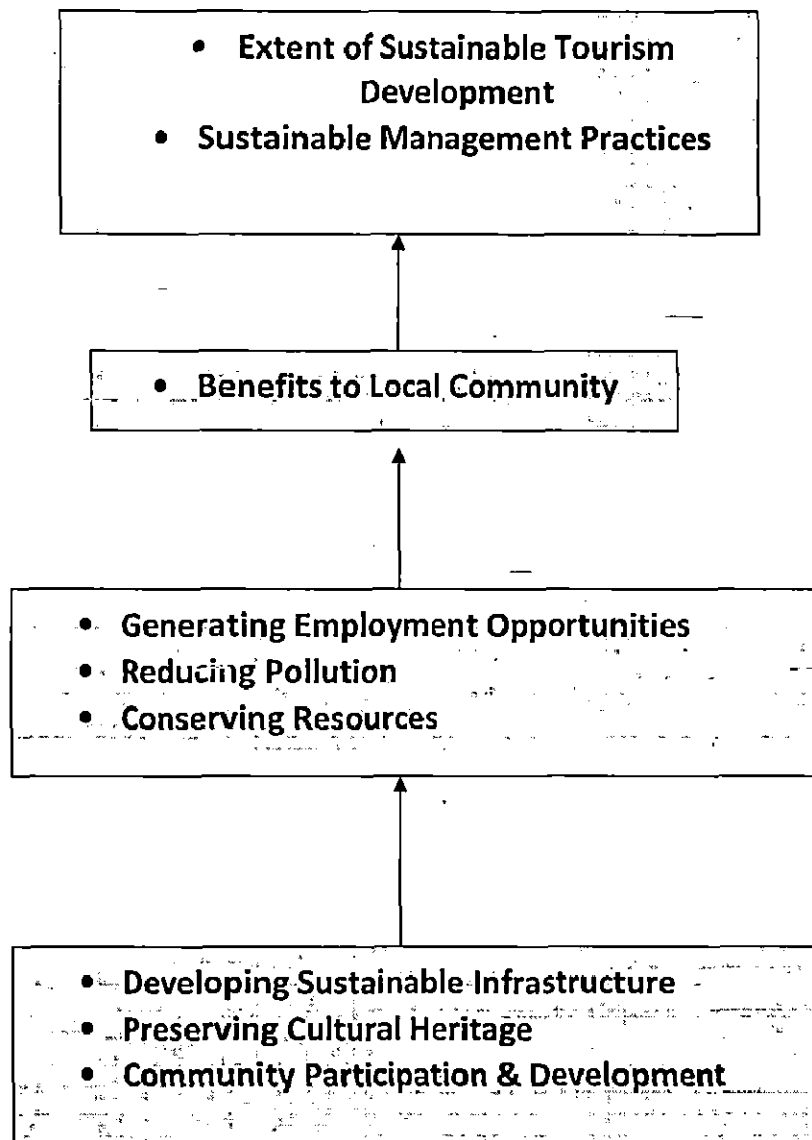


Figure-4.10: Interpretive Structural Model (ISM) for Sustainable Tourism Development in India

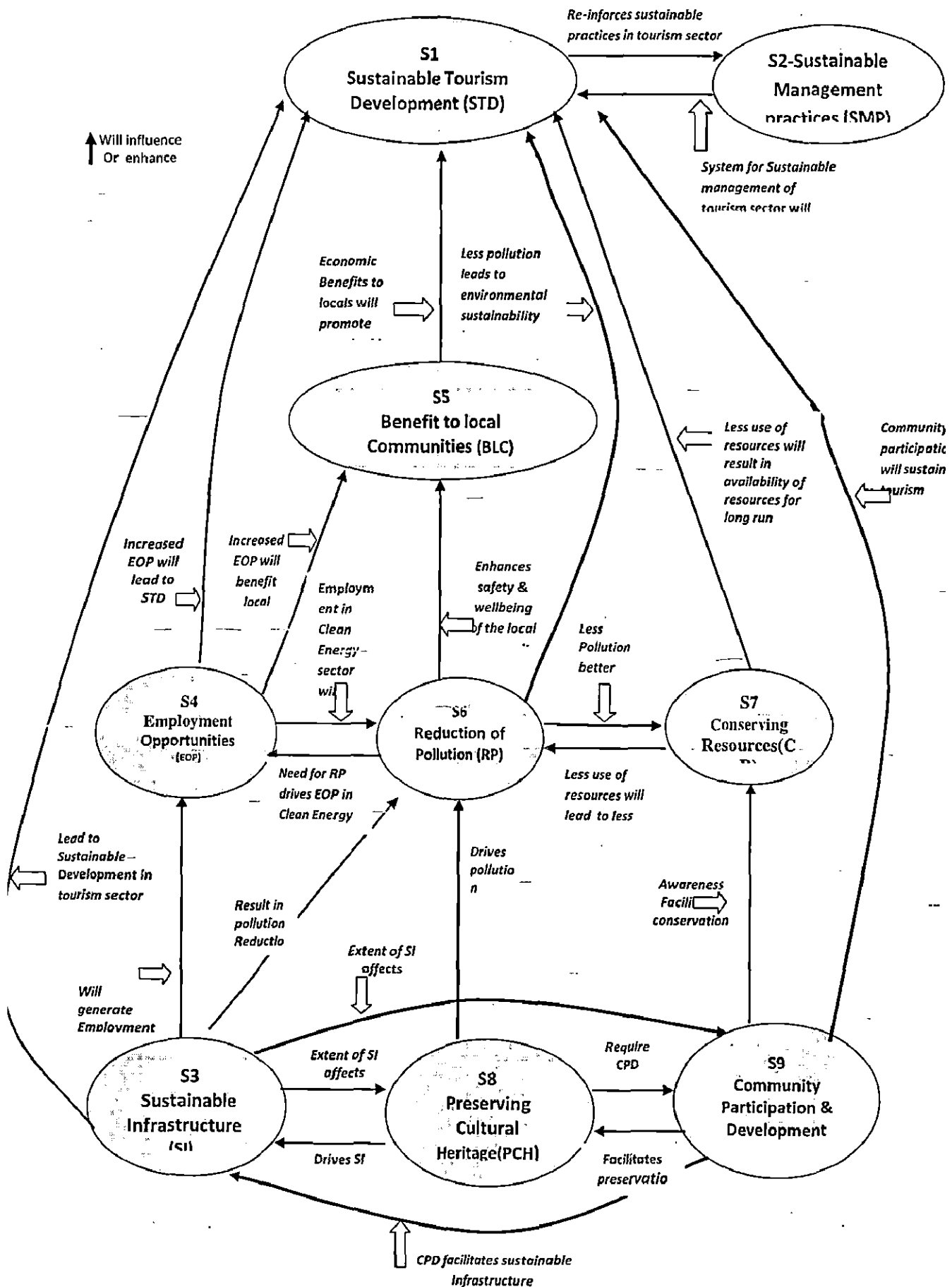


Figure 4.11: Total Interpretive Structural Model (TISM) for Factors Affecting Sustainable Tourism Development in India

Interpreting the TISM

The contextual relationship among the 'Sustainable Tourism Development' variables along with the interpretive logic was captured by conducting initial discussions with the experts, based on which the TISM model is developed. All the nine variables could be distinctly partitioned into four layers with 'extent of sustainable tourism development' and 'Sustainable management practices' emerging as the dependent variables and placed at the top of the model. The 'extent of sustainable tourism development' has direct links with almost all the other variables in the model, and hence is the key outcome variable of the study. The variable 'sustainable management practices' is directly linked with the 'extent of sustainable tourism development' and constitutes the macro dependent variable for the study, along with the 'extent of sustainable tourism development'. The hierarchical structure of the model highlights the driver and dependence relationships. The variables at the top of the model have higher dependence and those at the bottom have high driving ability.

The structure of the model clearly emphasizes the criticality of 'development of sustainable infrastructure', 'preserving cultural heritage' and 'community participation and development' as the basic driving force affecting the other factors. The micro variable of 'Economic Factors' i.e. 'development of sustainable infrastructure' is a key factor that would generate 'employment opportunities' and benefit local communities, resulting in higher extent of sustainable tourism in the country. Further, it has direct links with socio-cultural factors as it impacts 'preservation of cultural heritage' and requires increased 'community engagement and participation'. 'Development of sustainable infrastructure' has also emerged as driving factor for environmental factor like 'reduction in pollution'.

Similarly, 'community participation and development' is a critical factor affecting environmental factors like 'reduction in pollution' and 'conservation of resources' and hence directly affects the extent of sustainable tourism. The two environmental factors 'reduction in pollution' and 'conservation of resources' and micro economic variable 'generating employment opportunities', further, affects 'benefit to local communities' and the 'extent of sustainable tourism'. 'Benefit to local communities', another micro economic variable has direct links with the 'extent of sustainable tourism' and hence placed at the second level from the top in the model.

The key implication of the model is that to attain higher level of sustainable tourism development in India, policy makers will have to focus on the socio-cultural factors more. This will require greater collaboration with local community in preserving cultural heritage and developing tourism infrastructure in a sustained manner. The economic benefit of sustainable tourism is largely dependent on the socio-cultural and environmental factors, which is often considered secondary while strategizing for this sector.

4.5 CHAPTER SUMMARY

This chapter has been initially devoted to provide analytical insights about the context of the study i.e. Sustainable Tourism Development in India, by presenting a secondary data based analysis. Subsequently, the role of stakeholders in sustainable tourism development in India is discussed on the basis of published reports, journals and online sources.

Finally, in the last part of the chapter the Total Interpretive Structural Modeling (TISM) technique has been used to bring the interrelationship among the proposed variables of Sustainable Tourism Development for greater clarity and understanding. Experts' opinion has been taken in developing the model and hence provides a preliminary understanding of the relationships among the predictors of sustainable tourism in India. The next chapter reports the results of the empirical survey undertaken to validate the conceptual research model of the study.

Chapter 5

RESULTS AND ANALYSIS OF EMPIRICAL SURVEY OF TOUR OPERATORS

5.1 OVERVIEW OF THE OPINION SURVEY

The previous chapter presented a preliminary analysis of the role of stakeholders in sustainable tourism development in India based on secondary data. Further a qualitative survey of the domain experts was also undertaken to study the inter-relationship among the variables of sustainable tourism development in India, which provided a preliminary verification and insights about the variables identified from the literature.

Though the informal discussion with the experts have been undertaken and reported in the chapter four, established the relevance of the proposed variables of 'Sustainable Tourism', it will be useful to empirically investigate the linkage of these variables with the extent of sustainable tourism achieved in India. The research under consideration is an attempt to bring out these possible linkages in the context of the Tour Operators in India, using the empirical survey research method as presented in this chapter.

The opinion survey is undertaken from the key stakeholders' perspectives, that is, the Tour Operators (TO) in India which include both Inbound and Domestic Tour Operators. For this a set of questionnaire has been designed and administered to the key stakeholder category defined above. The observations from a questionnaire-based survey of the Tour Operators (TO) are reported and discussed in this chapter. Some related aspects of the survey such as questionnaire development, its administration, validity, descriptive and related statistics have also been discussed in this chapter. Table 5.1 briefly indicates the basic methodological approach adopted for the empirical survey method undertaken for the study.

Table 5.1: Research Framework for Opinion Survey Method Adopted for the Study

Research context/domain	Research variables Investigated	Survey Instrument Used	Unit of analysis	Sample size
Tour Operators (Domestic and Inbound) in India	All macro and micro research variables of sustainable Tourism	Questionnaire based	Managers of Tour Operating Companies in India	180

5.2 QUESTIONNAIRE DESIGN, PRE-TESTING AND FINALIZATION

This research is based on the scientific methodology using survey approach to gain insights into the sustainable tourism development in India by acquiring new knowledge as well as integrating it with previous knowledge. It is based on gathering observable, empirical and measurable evidence, subject to specific principles of reasoning. The scientific research design adopted in this research is as given in Figure 5.1.

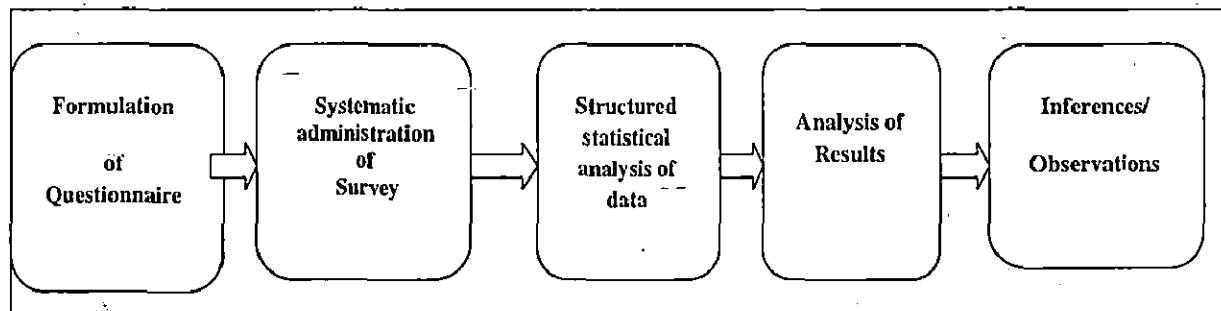


Figure 5.1: Research Design for Opinion Survey

This research study has employed the cross sectional design of survey method wherein data is collected with a given sample at any one point of time (Trochim, 2006). The survey instrument used is a questionnaire - which it is essentially a collection of questions/statements pertaining to the research objective and the response to which becomes the basis for hypotheses testing (Trochim, 2006; Kothari, 2004). The questions for this research study were formulated

after complete clarity on the research topic and understanding of the key variables, and has been designed based on the conceptual framework presented in chapter three (Figure 3.2). It uses the research variables identified through literature review.

The questionnaire has used affirmation structure where respondents were asked to grade at which level they agree with the statement with respect to the sustainable tourism development in India assessed, based on their experiences/association with the project, using a five point Likert scale: 1 for 'strongly disagree' and 5 for 'strongly agree'. The questions were sequenced in a manner so that questions related to one issue at one place. The measures used in this study were developed either in previous studies or through literature and from interaction with experts from tourism domain in India.

In an effort to enhance the survey data quality, survey practitioners increasingly use sophisticated pre-testing techniques like expert review, form appraisal, and cognitive interviewing (Rothgeb, 2001). For this research, though the expert review was predominantly used, insights from the other two techniques have also been used for better results. For the expert review, five domain experts with substantial experience in tourism were shortlisted and requested to fill the questionnaire. The pre-testing respondents were selected from the same population from which actual opinion survey was to be made.

The objective of pre-testing was to ensure that the questionnaire was easy to understand by the respondents and to eliminate the possibilities of misunderstanding, confusion, bias and ambiguity. Later, all five experts were interviewed (on the basis of filled questionnaire) with an objective to locate the weak points of the questionnaire, using a pretesting template based on the Questionnaire Appraisal System (QAS) - a checklist for form appraisal - provided by the Research Triangle Institute. The questionnaire appraisal system is designed to assist questionnaire designers in evaluating survey questions, and in finding and fixing problems, before the questions "go into the field". It is based on a method developed to examine and classify the cognitive processes inherent in the question-answering process (Lessler and Forsyth, 1996) and uses eight dimensions to evaluate each item namely: Reading, Instructions, Clarity, Assumptions, Knowledge/Memory, Sensitivity/Bias, Response Categories, and Other. The

template (Questionnaire Appraisal Form) used for pre-testing in this research is provided in Appendix III.

Each expert was requested to communicate the difficulties faced in filling the questionnaire using the checklist as provided in the 'Questionnaire Appraisal Form'. The suggestions regarding formulation of questions, formatting language sequencing were also sought and incorporated which led to considerable improvement in the questionnaire. Besides other improvements, the questionnaire became leaner with number of items reducing from 40 to 34 after the pre-testing exercise. Thus, the questionnaire was improved to ensure that the content; form, sequence of questions; spacing arrangement and physical appearance; all elicit the desired response from the respondents filling the questionnaire.

The final version of the questionnaires is appended in Appendix IV. This questionnaire was administered to the respondents and the data collected is used for validating the conceptual research model. A brief description of the attributes of the final questionnaires used in the empirical survey is summarized in Table 5.2.

Table 5.2: Summary of the Attributes of the Questionnaires Used in the Empirical Survey

Component of the Questionnaire				
Covering Letter	Explanation of the terms and Instructions	Sections and Items in the Questionnaire		
		PART -A	PART-B	Total no. of Items in Part-B
Explaining the background, intent of the survey, and contact details of the researcher	Yes	<ul style="list-style-type: none"> • Respondents – profile • Organization Profile 	<ul style="list-style-type: none"> • Economic Factors • Environmental Factors • Social- Culture Factors • Extent of Sustainable Tourism Development 	34 (29 after Factor Analysis)

5.3 SAMPLE DESIGN

For the empirical survey, the unit of analysis has been the Tour Operators who are recognized by the Ministry of Tourism, Government of India. In all 449 tour operators (both Inbound and Domestic) have been registered, out of which almost 400 were sent the questionnaire. From each

tour operating company, one questionnaire was filled by either by the owner or the top level manager. The questionnaire has been predominantly personally administered, though at least for one-third of the sample it was administered through the online mode. The questionnaire was e-mailed to various Tour Operators. Given the apprehensions of an online survey, adequate measures were taken to ensure the genuineness of the respondent. For this filling personal/contact details were made mandatory and were randomly cross verified for almost all of the responses received online.

Finally, 185 questionnaires were received of which 180 were found to be valid for analysis. A state wise break-up of the responses received is summarized in Table 5.3 and graphically depicted in Figure 5.3.

Table 5.3: State wise Break-up of the Sample for Empirical Survey

S.NO.	Name of the State	Total No. of Tour Operators (IBND+DOM) in the State	No. of Responses (TO) from the State
1	Delhi	220	152
2	Assam	6	1
3	Bihar	5	2
4	Goa	8	1
5	Haryana	37	1
6	Jammu & Kashmir	8	4
7	Karnataka	10	4
8	Kerala	34	4
9	Maharashtra	37	1
10	Andhra Pradesh	1	0
11	Tamilnadu	22	2
12	Uttar Pradesh	4	2
13	Varanasi	4	1
14	West Bengal	13	3
15	Himachal Pradesh	2	0
16	Rajasthan	23	1
17	Gujarat	3	1
18	Sikkim	5	0
19	Orissa	11	0
	Total no. of respondents	449	180

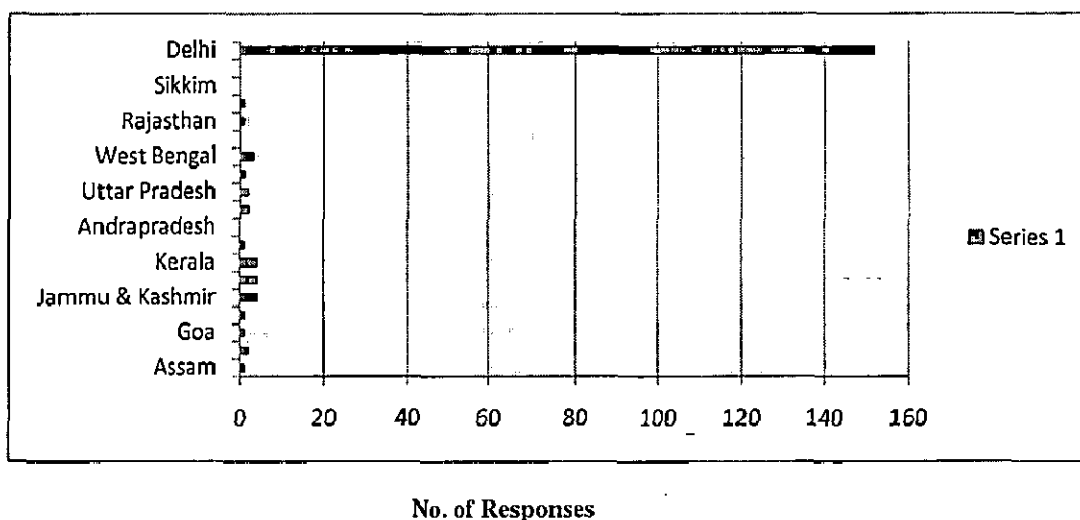


Figure 5.2: State wise Break-up of the Sample for Empirical Survey of Tour Operators

5.4 VALIDITY AND RELIABILITY OF THE QUESTIONNAIRE

The first step of data analysis of questionnaire starts with the testing of validity and reliability of the measures.

5.4.1 Validity

Validity is defined as the extent to which any measuring instrument measures what it is intended to measure. Validity is concerned with how well the concept is defined by the measures, whereas reliability relates to the consistency of the measures. There are three different methods available to evaluate the validity of factors – content validity or face validity, criterion-related validity and construct validity (Cronbach and Meehl, 1955; Carmines and Zeller 1979).

Face or Content Validity:

A measure has face validity if there is a general agreement among the subjects and researchers that the instrument has measurement items that cover all the aspects of the variable being measured. The evaluation of the validity typically involves an organized review of the survey's contents to ensure that it includes everything it should and does not include any thing it should not. The main objective of the validity is to ensure that selection of construct items extends past empirical issues and also include theoretical and practical considerations (Robinson, 1991). The face validity of the questionnaire has been carried out in order to make sure that there is a high

degree of fit/match between researcher's perception and the concept of the variables described as questions through the questionnaire. The operational definition looks on the face of questionnaire as though it measures the concepts under study.

To make sure that the formulation of questionnaire has content that is meaningful to the objective of the study, it is very important to run a content validity test with experts. Kerlinger (1973) clarifies that content validation is guided by the question: "Is the content of this measure representative of the content or the universe of content of the property being measured?" Content validation is essentially rooted in judgment and for this purpose five experts from the Tourism domain were shortlisted for the pre-testing of the questionnaire. The experts gave their views on two aspects: firstly, which questions measured which variable, and secondly, which objectives were not being addressed in the questionnaire. Wherever required texts of the questions were modified, some questions were completely re-framed and some were split into two or more questions for the purpose of more clarity and completeness of inquiry and related measurement.

Construct Validity

The construct validity measures the extent to which the items in a scale measure the same construct (Flynn, 1994). Factor analysis can be used to evaluate the construct validity. The general purpose of factor analysis is to find a way of condensing or summarizing the information into a smaller set of new composite dimensions (factors) with a minimum loss of information. There are two forms of factor analysis, namely, Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA).

EFA is used to uncover the underlying structure of a relatively large set of variables establishing links between the observed and latent variables that are unknown or uncertain. CFA is used to test or confirm the relationship between the factors and the latent variables on the basis of pre-established theory and factor analysis is used to set if they load as predicted on the expected number of factors.

Considering the characteristics of this study, EFA was employed for construct validation. There are two basic models available for EFA – Principal Component Analysis (PCA) and Principal Factor Analysis (PFA). The PCA is the most common form of factor analysis and is used for summarizing most of the original information (variance) in a minimum number of

factors for prediction purpose. For this research, the EFA was performed using PCA model for conforming constructs and afterwards for each construct separately. The results of factor analysis are presented in section 5.5.1.

5.4.2 Reliability

The reliability analysis of a measuring instrument determines its ability to yield consistent measurement (Flynn, 1994). In other words, reliability relates to the extent to which an experiment, test or any measuring procedure yields the same results on the repeated trials (Carmines and Zeller, 1979). It is defined as the extent to which measurements of the particular test are repeatable. Among the methods, internal consistency method works quite well in the field studies as it requires only one administration. Internal consistency is an indicator of how well the different items measure the same concept (Saraph, 1989). The internal consistency can be estimated using a reliability coefficient known as Cronbach's alpha (Cronbach and Meehl, 1955; Nunally and Bernstein, 1994). The result of the reliability analysis for the study is discussed in the section 5.5.2.

5.5 VALIDITY AND RELIABILITY ANALYSIS OF DATA COLLECTED

Based on the conceptual discussion related to validity and reliability testing for survey research in the preceding section, the method of exploratory factor analysis for establishing construct validity and Cronbach alpha for testing internal consistency is used for the study, the results of which are discussed as follows:

5.5.1 Results of Construct Validity – Factor Analysis

For this research, the EFA (Exploratory Factor Analysis) was performed using PCA (Principal Component Analysis) method for conforming constructs and afterwards for each construct separately. According to Hair *et al.* (1998), factor loading greater than 0.30 is considered to meet the minimal level; loading of 0.40 is considered more important; if the loading are 0.50 or greater, it is considered very significant.

For this research, a factor loading of 0.50 has been used as cut off point. The results of factor analysis are presented in Table 5.4. This table presents the factor loadings (taken to be more than 0.5) and the cumulative percentage of loadings (ranging between 45-80%). This table

also presents the result of two tests indicating the suitability of the data for factor analysis. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy is a statistic which indicates the proportion of variance in the variables which might be caused by underlying factor. KMO Values ranging from 0.5 to 1.0, generally indicate that a factor analysis is useful for the data. Bartlett's test of sphericity indicates how related are the items of the variable. The significance level gives the result of the test. Very small values (less than .05) indicate that there are probably significant relationships among the variables. A value higher than about .10 or so may indicate that the data are not suitable for factor analysis. The results of these two tests indicate that factor analysis is suited for the data collected. Finally, six items with loadings less than 0.5 were dropped, thus confirming twenty nine items for the final analysis.

Table 5.4: Results of Factor Analysis

Macro Variable			Kaiser-Meyer-Olkin Measure of Sample Adequacy (>0.5)	Bartlett's Test of Sphericity				
	Micro Variable	Factor loadings		Chi Square	Sig. (<.10)	Items confirmed	Items dropped	Cum % of loading
ECONOMIC FACTORS (3)	Benefit to Local Community-1	.802	0.57	10.172	0.01	2	1	40.522
	Benefit to Local Community-2	.686						
	Benefit to Local Community-3	.317						
	Employment Opportunity-1	.794	.500	12.436	.000	2	0	63.006
	Employment Opportunity-2	.794						
	Sustainable Infrastructure-1	.710	.614	33.015	.000	3	0	50.801
	Sustainable Infrastructure-2	.710						
	Sustainable Infrastructure-3	.717						
ENVIRONMENTAL FACTOR (2)	Conserving Recourses -1	.110	.689	118.217	.000	3	2	38.381
	Conserving Recourses -2	.105						
	Conserving Recourses -3	.795						
	Conserving Recourses -4	.797						
	Conserving Recourses -5	.793						
	Reducing Pollution -1	.817	.500	118.219	.000	3	0	66.074
	Reducing Pollution -2	.807						
	Reducing Pollution -3	.814						
SOCIO-CULTURE FACTOR (3)	Community Participation and Development -1	.690	.500	12.015	.062	2	2	31.008
	Community Participation and Development -2	.769						
	Community Participation and Development -3	.345						

	Community Participation and Development -4	.230							
	Preserving Cultural Heritage -1	.801	.542	14.58 5	.002	2	1	42.69 4	
	Preserving Cultural Heritage -2	.497							
	Preserving Cultural Heritage-3	-.627							
Extent of Sustainable Tourism (4)	Sustainable Management Practices -1	.736	.500	14.58 5	.002	3	0	80.30 8	
	Sustainable Management Practices -2	.966							
	Sustainable Management Practices -3	.966							
	Extent of Sustainable Tourism Development-1	.735	.598	11.11 4	.004	2	0	35.93 6	
	Extent of Sustainable Tourism Development-2	.716							
	Extent of Sustainable Tourism Development-3	.733							
	Extent of Sustainable Tourism Development-4	.416	.565	13.93 7	.003	2	0	41.79 7	
	Extent of Sustainable Tourism Development-5	.814							
	Extent of Sustainable Tourism Development-6	.647							
	Extent of Sustainable Tourism Development-7	.725	.500	14.48 4	.007	2	0	52.61 0	
	Extent of Sustainable Tourism Development-8	.725							
	Total Number of items						34	6	

5.5.2 Results of Reliability Testing

Nunnally and Bernstein (1994) state that allowable alpha value can be somewhat lower for new scales, suggesting the use of minimum alpha value of 0.60; otherwise, an alpha value of 0.70 is often considered the criterion for internally consistent established scale. The study has adopted a cut off value of Cronbach's alpha as 0.6, as new scales are being attempted. The result of the reliability analysis is presented in Table 5.5.

As expected the values of Cronbach's alpha for the newly proposed constructs of extent of sustainable tourism development is comparatively lower than the established constructs of environmental, economic and socio-cultural factors. The Cronbach's alpha values of all the macro and micro variables are within the acceptable range that is more than the cut off value of 0.6. Environment related factors have exhibited the highest reliability being the most familiar

and common variable associated with sustainability. The overall Cronbach's alpha value of the questionnaire is quite high, being almost 0.8 (0.795), which indicates that the research instrument used is adequately reliable.

	Table 5.5: Results of Reliability test				
	Macro Variable	Cronbach Alpha		Micro Variable	Cronbach Alpha
1	Economic Factors	0.707	1	Benefit to Local Community	0.625
			2	Employment Opportunities	0.712
			3	Sustainable Infrastructure	0.713
2	Environmental Factors	0.833			
			1	Conserving Resources	0.685
			2	Reduction in Pollution	0.741
3	Socio- Cultural Factors	0.682			
			1	Community Participation and Development	0.701
			2	Preserving Cultural Heritage	0.665
4	Sustainable Tourism Development	0.664			
			1	Sustainable Management Practices	0.827
			2	Extent of Sustainable Tourism Development	0.695
Over all Reliability of the Questionnaire					0.795

5.6 RESULTS OF UNIVARIATE ANALYSIS

Univariate analysis has been carried out for all the proposed macro and micro variables for the research. The statistics computed include measures of central tendency like mean and median; measures of dispersion like standard deviation and coefficient of variation; and the minimum and maximum range of the response. A concise summary of the descriptive statistics of the macro and micro variables of the empirical survey is discussed in this section.

5.6.1 Univariate Analysis for Macro Variables

An analysis of the Univariate statistics of the macro variables of the study (Refer Table 5.6), as expected, indicate higher mean and median values for economic and socio-cultural factors. This reiterates our conjecture that economic and socio-cultural factors, gets higher precedence than environmental factors, which is often compromised in the tourism sector. While the standard

deviation and variance are within permissible limits, a wider range for environmental factors indicates differing opinions among the tour operators.

As regards the dependent variable, which indicates the extent of sustainable tourism development practices perceived to have been important/adopted by the tour operators have been provided high mean and median scores. While this may suggest an inherent bias in assessing their performance, another possible explanation may be that since the tour operators surveyed are the ones recognized by the government they are expected to comply with certain sustainability criteria outlined. This, however, may not be the case with other tour operators not registered by the government.

Table 5.6: Univariate Statistical Analysis for Macro Variables (N=180)						
Macro Variable	Mean	Median	Standard Deviation	Variance	Min	Max
Economic Factors	4.759	4.833	0.252	0.063	3.83	5.00
Environmental Factors	3.608	3.750	0.426	0.181	2.00	4.00
Socio-Cultural Factors	4.047	4.000	0.364	0.132	3.25	3.75
Extent of Sustainable Tourism Development	4.489	4.450	0.177	0.031	3.75	4.75

5.6.2 Univariate Analysis for Micro Variables

As evident from the statistics presented in the Table 5.7, the most significant of the micro variables are those of Economic Factors which include Sustainable Infrastructure (4.837); Employment Opportunity (4.805), and Benefit to Local Community (4.636). Amongst the Socio-Cultural micro variables, Preserving Cultural Heritage (4.155) has been rated to be more significant variable as compared to Community Participation and Development (3.938). The micro variables of Environmental factors, which include Reduction in Pollution (3.648) and Conserving Resources (3.569), have been given low mean scores as expected.

As regards the micro variables of Sustainable Tourism Development (the dependent variable), Sustainable Management Practices (4.925) has been assigned the highest mean score followed by Extent of Sustainable Tourism Development (4.052) variable. Since Sustainable Management Practices imply having a sustainability management system that takes care of

compliance towards all legislations, instituting quality, health and safety issues and taking regular customer feedback, most registered tour operators have responded to it positively.

Though the standard deviation and variance is less than one, a wide gap between the maximum and minimum values of the response is indicative of extremely different viewpoint among the respondents, as evident in micro variables of Environmental Factors like Conserving Resources, Reduction in Pollution and also of Socio-Cultural Factors like Community Participation and Development and Preserving Cultural Heritage.

Table 5.7: Univariate Statistical Analysis for Micro Variables (N=180)

Macro Variable		Micro Variable	Mean	Median	Standard Deviation	Variance	Min	Max
Economic Factors	1	Benefit to Local Community	4.636	4.500	0.405	0.164	3.50	5.00
	2	Employment Opportunities	4.805	5.000	0.314	0.098	4.00	5.00
	3	Sustainable Infrastructure	4.837	5.000	0.262	0.068	4.00	5.00
Environmental Factors	1	Conserving Resources	3.569	3.500	0.486	0.236	2.00	4.00
	2	Reduction in Pollution	3.648	3.666	0.449	0.237	2.00	4.00
Social- Cultural Factors	1	Community Participation and Development	3.938	4.000	0.497	0.247	3.00	5.00
	2	Preserving Cultural Heritage	4.155	4.000	0.439	0.193	3.00	5.00
Sustainable Tourism Development	1	Sustainable Management Practices	4.925	5.000	0.224	0.050	4.00	5.00
	2	Extent of Sustainable Tourism Development	4.052	4.062	0.192	0.037	3.50	4.50

5.7 RESULTS OF CORRELATION ANALYSIS

Results of correlation analysis of all micro variables suggest that there is significant correlation among most of the variables, barring a few. All the nine variables considered do not correlate significantly with the entire variable. Two of the micro variables of Socio-Cultural factors namely 'community participation & development' and 'preserving cultural' heritage' do not correlate significantly with the some of the independent variables (economic and environmental factors) but correlates well with dependent variables.

A stronger relationship is exhibited among the micro constructs of independent variables and the micro variable of dependent variables. Project factors correlate strongly with the citizen factors. Amongst the Economic Factors 'Benefit to local community' (0.552) and 'sustainable

infrastructure' (0.692) correlate significantly with almost all of the other variables (Refer Table 5.8) but most strongly with micro dependent variables. Micro variables of Environmental Factors like 'Conserving resources' (0.627) and 'reducing pollution' (0.706) exhibit strong correlation with the dependent variables.

The highest level of correlation is between 'reducing pollution' and 'sustainable management practices' (0.706) and the lowest significant relationship is between 'conserving resources' and 'preserving cultural heritage' (0.184).

5.8 RESULTS OF HYPOTHESES TESTING FOR MACRO VARIABLES

A set of hypotheses of association envisaged for the study has been outlined in chapter three. In this section, the methodology adopted for hypotheses testing and results thereof, for both macro and micro variables are presented.

- - - At the outset, bivariate (correlation) analysis was conducted in the previous section as a precursor to the multivariate (regression) analysis so that unrelated or weakly related micro variables may be dropped. Subsequently stepwise regression analysis is undertaken to establish the predictor-criterion relationship among the macro and micro variables. Finally, the regression model depicting predictor-criterion relationship among the macro and micro variables is presented in the end.

5.8.1 Results of Hypotheses Testing for Macro Variables

A number of separate regression models are developed and tested for the dependent macro variables. Three macro variables i.e., Economic, Environmental and Socio-cultural factors are separately taken as independent variables in regression models with Sustainable Tourism Development in India as dependent variable as depicted in Figure 3.2 and listed in Table 3.3 of macro hypotheses (chapter 3). The details of regression analysis of macro variables by statistical software (SPSS 22) are given in Appendix VI.

Table 5.8: Results for Correlation Analysis for Micro Variables (N=180)

		AVEC Benefit to local communi- ty	AVEC EmpO pp	AVEC SustInfrac- ture	AVEV Conservi- ng resources	AVEV Reduc- ng Polluti- on	AVSC communit- y participati- on & developm- ent	AVSC Preservi- ng Cultural Heritage	AV SusMgtpra- ctice	AV Extent of STD
AVEC Benefit to local community	Pearson Correlati- on	1	.275**	.551**	.511**	.438**	-.055	.210**	.552**	.284**
	Sig. (2- tailed)		.000	.000	.000	.000	.460	.095	.000	.000
AVEC EmpOpp	Pearson Correlati- on		1	.336**	.381**	.501**	-.103	.099	.468**	.301**
	Sig. (2- tailed)			.000	.000	.000	.168	.187	.000	.000
AVEC SustInfrac- ture	Pearson Correlati- on			1	.519**	-.516**	-.127	.334**	.690**	.348**
	Sig. (2- tailed)				.000	.000	.090	.000	.000	.000
AVEV Conserving resources	Pearson Correlati- on				1	.657**	-.127	.184*	.627**	.386**
	Sig. (2- tailed)					.000	.090	.013	.000	.000
AVEV Reducing Pollution	Pearson Correlati- on					1	-.049	.198**	.706**	.347**
	Sig. (2- tailed)						.513	.008	.000	.000
AVSC community participati- on & developm- ent	Pearson Correlati- on						1	.203**	-.066	-.265**
	Sig. (2- tailed)							.006	.380	.000
AVSC Preserving Cultural Heritage	Pearson Correlati- on							1	.268**	-.059
	Sig. (2- tailed)								.000	.431
AV SusMgt practices	Pearson Correlati- on								1	.450**
	Sig. (2- tailed)									.000
AV Extent of STD	Pearson Correlati- on									1
	Sig. (2- tailed)									
**. Correlation is significant at the 0.01 level (2-tailed).										
*. Correlation is significant at the 0.05 level (2-tailed).										

5.8.2 Sustainable Tourism Development as Dependent Variable

All the three independent factors, Economic, Environmental and Socio-cultural Factors are significant predictors of Sustainable Tourism Development Factors by step-wise regression analysis. In Table 5.9 (a), R square at 0.560 indicates that the macro variables are able to explain Sustainable Tourism Development Factors to the extent of 56 percent. The ANOVA values for the regression model are shown in Table 5.9(b) indicating validation at 95 percent confidence level. The coefficient summary as shown in Table 5.9(c) gives beta values of Economic Factors, Environmental Factors and Socio-cultural Factors as 0.420, 0.400 and -0.117 respectively, which are fairly representative of their impact on Sustainable Tourism Development. The negative value of Socio-cultural Factors indicates that they are not adequately managed to leverage Sustainable Tourism Development. Thus, Environmental Factors is emerging as a key influencing variable for Sustainable Tourism Development.

Table 5.9 (a): Regression Analysis Model Summary for Sustainable Tourism Development Factors

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.680 ^a	.462	.459	.13080
2	.740 ^b	.547	.542	.12036
3	.749 ^c	.560	.553	.11890

a. Predictors: (Constant), AVG Environmental Factors

b. Predictors: (Constant), AVG Environmental Factors, AVG Economic Factors

c. Predictors: (Constant), AVG Environmental Factors, AVG Economic Factors, AVG Socio-Cultural Factors

Table 5.9 (b): ANOVA for Sustainable Tourism Development Factors as Dependent Variable

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.614	1	2.614	152.779	.000 ^b
	Residual	3.045	178	.017		
	Total	5.659	179			
2	Regression	3.095	2	1.548	106.821	.000 ^c
	Residual	2.564	177	.014		
	Total	5.659	179			
3	Regression	3.171	3	1.057	74.780	.000 ^d
	Residual	2.488	176	.014		
	Total	5.659	179			

a. Dependent Variable: AVG SUSTBL TOURISM DEV

b. Predictors: (Constant), AVG Environmental Factors

c. Predictors: (Constant), AVG Environmental Factors, AVG Economic Factors

d. Predictors: (Constant), AVG Environmental Factors, AVG Economic Factors, AVG Socio-Cultural Factors

Table 5.9 (c): Coefficient Summary for Sustainable Tourism Development Factors as Dependent variable

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.466	.083		41.569	.000
	AVG Environmental Factors	.284	.023	.680	12.360	.000
2	(Constant)	2.543	.178		14.326	.000
	AVG Environmental Factors	.172	.029	.412	5.996	.000
	AVG Economic Factors	.279	.048	.396	5.763	.000
3	(Constant)	2.748	.196		14.002	.000
	AVG Environmental Factors	.175	.028	.420	6.184	.000
	AVG Economic Factors	.281	.048	.400	5.891	.000
	AVG Socio-Cultural Factors	-.057	.025	-.117	-2.323	.021

a. Dependent Variable: AVG SUSTBL TOURISM DEV

5.8.3 Discussion on Hypotheses Testing of Macro Variables

An analysis of the results of hypotheses testing of the aggregate values of independent macro variables Economic, Environmental and Socio-cultural Factors on the dependent macro variable Sustainable Tourism Development explained above, indicate the significance of all the three factors while strategizing for sustainability outcomes in the tourism sector. Out of the three macro hypotheses relating these four macro variables, all three have been accepted. While Environmental Factors are perceived to be the most critical significant predictor of Sustainable Tourism Development in India by the Tour Operators, the Economic Factors are also perceived to be significant predictor sustainability in the tourism sector. The influence of the third independent variable that is Socio-cultural Factors on Sustainable Tourism Development, though significant, is not perceived to be very strong by the respondents. Further, a significant negative beta coefficient for this relationship indicates the gap in perception of tour operators which needs to be addressed. The validated relationship among the four macro variables of the research as represented in Figure 3.2 (chapter three) can be depicted diagrammatically in Figure 5.3.

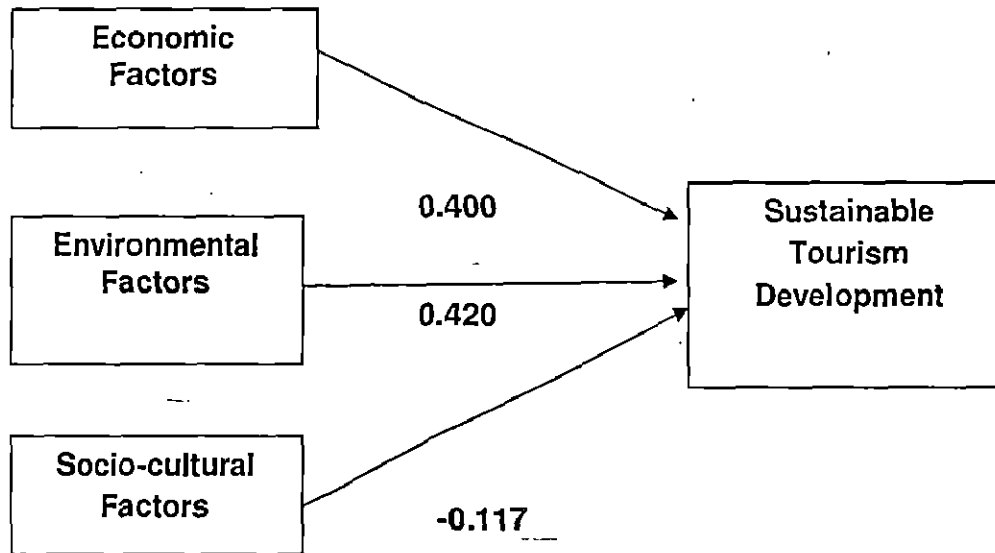


Figure 5.3: Validated Model relating Macro Variables

This validated model relating macro variables, obtained as a result of stepwise regression analysis reiterates the research propositions and verifies the basic research premise. The summary of the results of the regression analysis for direct relationship among the macro variables is presented in Table 5.10. The micro hypotheses relating micro variables of independent variables to Sustainable Tourism Development are discussed in the subsequent sections.

Table 5.10: Summary of Hypotheses Testing of Macro Variables

S. No:	Dependent Variable	Independent Variable	Hypotheses Code	Beta Coefficient	t-value	Sig Value	Status of Hypotheses
1	Sustainable Tourism Development (STD)	Economic Factors (EC)	HAECSTD	0.400	6.184	.000	Accepted
2		Environmental Factors (EV)	HAEVSTD	0.440	5.891	.000	Accepted
3		Socio-cultural Factors (SC)	HASCSTD	-0.117	-2.323	.021	Accepted

5.9 RESULTS OF HYPOTHESES TESTING FOR MICRO VARIABLES

Three sets of hypotheses of association have been tested at the level of micro variables drawing from the three macro hypotheses. At the outset, all the micro variables of Economic Factors are regressed on the Sustainable Tourism Development (macro dependent variable) and on each of

its micro variables that is Sustainable Management Practices and Extent of Sustainable Tourism (micro dependent variables). Then the Environmental Forces are regressed on all the three dependent variables. Finally, all the micro variables of Socio-Cultural Factors are regressed together on all the three dependent variables. The results of the multiple step-wise regression analysis for all these three sets micro variables are reported in the following sub-sections.

5.9.1 Results of Hypotheses Testing for Micro Variables of Economic Factors

In this section, the three micro variables of Economic Factors, namely Benefits to Local Community (BLC), Employment Opportunity (EOP), and Sustainable Infrastructure (SI) are regressed on the macro dependent variable and its two micro dependent variables, and its results and discussion are presented.

Sustainable Tourism Development as Dependent Variable and Economic Factors

All the three micro Economic factors, Benefit to Local Community (BLC), Employment Opportunity (EOP), and Sustainable Infrastructure (SI) Factors are significant predictors of Sustainable Tourism Development by step-wise regression analysis. In Table 5.11 (a), R square at 0.485 indicates that the micro variables of Economic factors are able to explain Sustainable Tourism Development to the extent of 48.5 percent. The ANOVA values for the regression model are shown in Table 5.11(b) indicating validation at 95 percent confidence level. The coefficient summary as shown in Table 5.11(c) gives beta values of Benefit to Local Community (BLC), Employment Opportunity (EOP), and Sustainable Infrastructure (SI) Factors as 0.184, 0.261 and 0.430 respectively, which are fairly representative of their impact on Sustainable Tourism Development. The smaller value of Benefit to Local Community (BLC) indicates that they are not adequately managed to leverage Sustainable Tourism Development. Thus, Sustainable Infrastructure (SI) Factors is emerging as a key influencing variable for Sustainable Tourism Development.

Table 5.11 (a): Regression Analysis Model Summary for Sustainable Tourism DevelopmentFactors as Dependent Variable

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.624 ^a	.389	.386	.13934
2	.677 ^b	.459	.453	.13153
3	.696 ^c	.485	.476	.12872

a. Predictors: (Constant), AVEC SustInfrasture

b. Predictors: (Constant), AVEC SustInfrasture, AVEC EmpOpp

c. Predictors: (Constant), AVEC SustInfrasture, AVEC EmpOpp, AVEC Benefit to local community

Table 5.11 (b): ANOVA for Sustainable Tourism DevelopmentFactors as Dependent Variable

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2.203	1	2.203	113.471	.000 ^a
Residual	3.456	178	.019		
Total	5.659	179			
Regression	2.597	2	1.298	75.050	.000 ^c
Residual	3.062	177	.017		
Total	5.659	179			
Regression	2.743	3	.914	55.186	.000 ^d
Residual	2.916	176	.017		
Total	5.659	179			

a. Dependent Variable: AVG SUSTBL TOURISM DEV

b. Predictors: (Constant), AVEC SustInfrasture

c. Predictors: (Constant), AVEC SustInfrasture, AVEC EmpOpp

d. Predictors: (Constant), AVEC SustInfrasture, AVEC EmpOpp, AVEC Benefit to local community

Table 5.11 (c): Coefficient Summary for Sustainable Tourism DevelopmentFactors as Dependent Variable

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.444	.192		12.717	.000
AVEC SustInfrasture	.423	.040	.624	10.652	.000
(Constant)	1.992	.205		9.726	.000
AVEC SustInfrasture	.359	.040	.530	9.026	.000
AVEC EmpOpp	.158	.033	.280	4.771	.000
(Constant)	1.979	.200		9.874	.000
AVEC SustInfrasture	.291	.045	.430	6.448	.000
AVEC EmpOpp	.147	.033	.261	4.505	.000
AVEC Benefit to local community	.085	.029	.194	2.970	.003

a. Dependent Variable: AVG SUSTBL TOURISM DEV

Sustainable Management Practices as Dependent Variable and Economic Factors

All the three micro Economic factors, Benefit to Local Community (BLC), Employment Opportunity (EOP), and Sustainable Infrastructure (SI) Factors are significant predictors of Sustainable Management Practices by step-wise regression analysis. In Table 5.12 (a), R square at 0.570 indicates that the micro variables of Economic factors are able to explain Sustainable Management Practices to the extent of 57 percent. The ANOVA values for the regression model are shown in Table 5.12 (b) indicating validation at 95 percent confidence level. The coefficient summary as shown in Table 5.12 (c) gives beta values of Benefit to Local Community (BLC), Employment Opportunity (EOP), and Sustainable Infrastructure (SI) Factors as 0.215, 0.244 and 0.489 respectively, which are fairly representative of their impact on Sustainable Management Practices. The smaller value of Benefit to Local Community (BLC) indicates that they are not adequately managed to leverage Sustainable Management Practices. Thus, Sustainable Infrastructure (SI) Factors is emerging as a key influencing variable for Sustainable Management Practices.

Table 5.12 (a): Regression Analysis Model Summary for Sustainable Management Practices as Dependent Variable

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.690 ^a	.476	.473	.16291
2	.734 ^b	.539	.533	.15327
3	.755 ^c	.570	.563	.14832

a. Predictors: (Constant), AVEC SustInfrastructure

b. Predictors: (Constant), AVEC SustInfrastructure, AVEC EmpOpp

c. Predictors: (Constant), AVEC SustInfrastructure, AVEC EmpOpp, AVEC Benefit to local community

Table 5.12 (b): ANOVA for Sustainable Management Practices as Dependent Variable

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	4.288	1	4.288	161.568	.000 ^b
Residual	4.724	178	.027		
Total	9.012	179			
Regression	4.854	2	2.427	103.311	.000 ^c
Residual	4.158	177	.023		
Total	9.012	179			
Regression	5.140	3	1.713	77.889	.000 ^d
Residual	3.872	176	.022		
Total	9.012	179			

a. Dependent Variable: AV SusMgt practices

b. Predictors: (Constant), AVEC SustInfrastructure

c. Predictors: (Constant), AVEC SustInfrastructure, AVEC EmpOpp

d. Predictors: (Constant), AVEC SustInfrastructure, AVEC EmpOpp, AVEC Benefit to local community

Table 5.12 (c): Coefficient Summary for Sustainable Management Practices as Dependent Variable

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.073	.225		9.226	.000
	AVEC	.590	.046	.690	12.711	.000
	SustInfrastructure					
2	(Constant)	1.531	.239		6.415	.000
	AVEC	.513	.046	.600	11.076	.000
	SustInfrastructure					
3	AVEC EmpOpp	.190	.039	.266	4.908	.000
	(Constant)	1.513	.231		6.551	.000
	AVEC	.418	.052	.489	8.042	.000
	SustInfrastructure					
	AVEC EmpOpp	.174	.038	.244	4.629	.000
	AVEC Benefit to local community	.119	.033	.215	3.608	.000

a. Dependent Variable: AV SusMgt practices

Extent of Sustainable Development as Dependent Variable and Economic Factors

Out of the three micro Economic factors, Employment Opportunity (EOP), and Sustainable Infrastructure (SI) Factors are significant predictors of Extent of Sustainable Development by step-wise regression analysis. In Table 5.13 (a), R square at 0.159 indicates that the micro variables of Economic factors are able to explain Extent of Sustainable Development to the level of 15 percent only. Benefit to Local Community (BLC) has not been found to be a significant predictor of Extent of Sustainable Development and hence dropped. The ANOVA values for the regression model are shown in Table 5.13(b) indicating validation at 95 percent confidence level. The coefficient summary as shown in Table 5.13(c) gives beta values of Employment Opportunity (EOP), and Sustainable Infrastructure (SI) Factors as 0.209 and 0.279 respectively, which are fairly representative of their impact on Extent of Sustainable Development. The insignificant value of Benefit to Local Community (BLC) indicates that they are not being addressed by the Tour Operators while implementing Sustainable Development initiatives. Thus, Sustainable Infrastructure (SI) Factors has once again emerged as a key influencing variable for Extent of Sustainable Development.

Table 5.13 (a): Regression Analysis Model Summary for Extent of Sustainable Developmentas Dependent Variable

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.348 ^a	.121	.116	.18123
2	.399 ^b	.159	.150	.17777

a. Predictors: (Constant), AVEC SustInfrasture

b. Predictors: (Constant), AVEC SustInfrasture, AVEC EmpOpp

Table 5.13 (b): ANOVA for Extent of Sustainable Developmentas Dependent Variable

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.806	1	.806	24.544	.000 ^b
	Residual	5.846	178	.033		
	Total	6.652	179			
2	Regression	1.059	2	.529	16.752	.000 ^c
	Residual	5.594	177	.032		
	Total	6.652	179			

a. Dependent Variable: AV Extent of STD

b. Predictors: (Constant), AVEC SustInfrasture c. Predictors: (Constant), AVEC SustInfrasture, AVEC EmpOpp

Table 5.13 (c): Coefficient Summary for Extent of Sustainable Developmentas Dependent Variable

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.815	.250		11.261	.000
	AVEC SustInfrasture	.256	.052	.348	4.954	.000
2	(Constant)	2.453	.277		8.862	.000
	AVEC SustInfrasture	.205	.054	.279	3.807	.000
	AVEC EmpOpp	.127	.045	.207	2.828	.005

a. Dependent Variable: AV Extent of STD

5.9.2 Results of Hypotheses Testing for Micro Variables of Environmental Factors

In this section, the two micro variables of Environmental Factors, namely Conserving Resource: (CR) and Reducing Pollution (RP) are regressed on the macro dependent variable and its two micro dependent variables, and its results and discussion are presented.

Sustainable Tourism Development as Dependent Variable and Environmental Factors

Both of micro Environmental factors, Conserving Resources (CR) and Reducing Pollution (RP), Factors are significant predictors of Sustainable Tourism Development by step-wise regression analysis. In Table 5.14 (a), R square at 0.461 indicates that the micro variables of Environmental factors are able to explain Sustainable Tourism Development to the extent of 46.1 percent. The ANOVA values for the regression model are shown in Table 5.14(b) indicating validation at 95 percent confidence level. The coefficient summary as shown in Table 5.14(c) gives beta values of Conserving Resources (CR) and Reducing Pollution (RP) Factors as 0.331 and 0.416 respectively, which are fairly representative of their impact on Sustainable Tourism Development. The smaller value of Conserving Resources (CR) indicates that they are not adequately managed to leverage Sustainable Tourism Development. Thus, Reducing Pollution (RP) Factors is emerging as a key influencing variable for Sustainable Tourism Development.

Table 5.14 (a): Regression Analysis Model Summary for Sustainable Tourism Development as

Dependent Variable				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.634 ^a	.402	.398	.13791
2	.681 ^b	.464	.458	.13090

a. Predictors: (Constant), AVEV Reducng Pollution

b. Predictors: (Constant), AVEV Reducng Pollution, AVEV Conserving resources

Table 5.14 (b): ANOVA for Sustainable Tourism Development as Dependent Variable

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.274	1	2.274	119.548	.000 ^b
	Residual	3.385	178	.019		
	Total	5.659	179			
2	Regression	2.627	2	1.313	76.649	.000 ^c
	Residual	3.033	177	.017		
	Total	5.659	179			

a. Dependent Variable: AVG SUSTBL TOURISM DEV

b. Predictors: (Constant), AVEV Reducng Pollution

c. Predictors: (Constant), AVEV Reducng Pollution, AVEV Conserving resources

Table 5.14 (c): Coefficient Summary for Sustainable Tourism Development as Dependent Variable

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.574	.084		42.400	.000
AVEV Reducing Pollution	.251	.023	.634	10.934	.000
2 (Constant)	3.456	.084		41.089	.000
AVEV Reducing Pollution	.165	.029	.416	5.699	.000
AVEV Conserving resources	.121	.027	.331	4.538	.000

a. Dependent Variable: AVG SUSTBL TOURISM DEV

Sustainable Management Practices as Dependent Variable and Environmental Factors

Both of micro Environmental factors, Conserving Resources (CR) and Reducing Pollution (RP), Factors are significant predictors of Sustainable Management Practices by step-wise regression analysis. In Table 5.15 (a), R square at 0.541 indicates that the micro variables of Environmental factors are able to explain Sustainable Management Practices to the extent of 54.1 percent. The ANOVA values for the regression model are shown in Table 5.15 (b) indicating validation at 95 percent confidence level. The coefficient summary as shown in Table 5.15 (c) gives beta values of Conserving Resources (CR) and Reducing Pollution (RP) Factors as 0.287 and 0.518 respectively, which are fairly representative of their impact on Sustainable Management Practices. The smaller value of Conserving Resources (CR) indicates that they are not adequately managed to leverage Sustainable Tourism Development. Thus, Reducing Pollution (RP) Factors is emerging as a key influencing variable for Sustainable Management Practices.

Table 5.15 (a): Regression Analysis Model Summary for Sustainable Management Practices as Dependent Variable

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.706 ^a	.499	.496	.15926
2	.739 ^b	.546	.541	.15207

a. Predictors: (Constant), AVEV Reducing Pollution

b. Predictors: (Constant), AVEV Reducing Pollution, AVEV Conserving resources

**Table 5.15 (b): ANOVA for Sustainable Management Practices as
Dependent Variable**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.498	1	4.498	177.337	.000 ^b
	Residual	4.515	178	.025		
	Total	9.012	179			
2	Regression	4.919	2	2.459	106.350	.000 ^c
	Residual	4.093	177	.023		
	Total	9.012	179			

a. Dependent Variable: AV SusMgt practices

b. Predictors: (Constant), AVEV Reducng Pollution

c. Predictors: (Constant), AVEV Reducng Pollution, AVEV Conserving resources

**Table 5.15 (c): Coefficient Summary for Sustainable Management Practices as
Dependent Variable**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.639	.097		37.386	.000
	AVEV Reducng Pollution	.353	.026	.706	13.317	.000
2	(Constant)	3.511	.098		35.922	.000
	AVEV Reducng Pollution	.259	.034	.518	7.705	.000
	AVEV Conserving resources	.132	.031	.287	4.268	.000

a. Dependent Variable: AV SusMgt practices

Extent of Sustainable Development as Dependent Variable and Environmental Factors

Out of the two micro Environmental factors, Conserving Resources (CR) is a significant predictor of Extent of Sustainable Development by step-wise regression analysis. In Table 5.16 (a), R square at 0.149 indicates that Conserving Resources (CR) is able to explain Extent of Sustainable Development to the extent of 14.9 percent only. The ANOVA values for the regression model are shown in Table 5.16 (b) indicating validation at 95 percent confidence level. The coefficient summary as shown in Table 5.16 (c) gives beta values of Conserving

Resources (CR) 0.386 which fairly represents its impact on Extent of Sustainable Development. The insignificant value of Reducing Pollution (RP) indicates that they are not adequately managed to leverage Extent of Sustainable Development, and hence dropped. Thus, Conserving Resources (CR) has emerged as a key influencing variable for Extent of Sustainable Development.

Table 5.16 (a): Regression Analysis Model Summary for Extent of Sustainable Developmentas Dependent Variable

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.386 ^a	.149	.144	.17837

a. Predictors: (Constant), AVEV Conserving resources

Table 5.16 (b): ANOVA for Extent of Sustainable Developmentas Dependent Variable

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.989	1	.989	31.081	.000 ^b
	Residual	5.663	178	.032		
	Total	6.652	179			

a. Dependent Variable: AV Extent of STD

b. Predictors: (Constant), AVEV Conserving resources

Table 5.16 (c): Coefficient Summary for Extent of Sustainable Developmentas Dependent Variable

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.507	.099		35.530	.000
	AVEV Conserving resources	.153	.027	.386	5.575	.000

a. Dependent Variable: AV Extent of STD

5.9.3 Results of Hypotheses Testing for Micro Variables of Socio-Cultural Factors

In this section, the two micro variables of Socio-Cultural Factors, namely Community Participation (CP) and Preserving Cultural Heritage (PCH) are regressed on the macro dependent variable and its two micro dependent variables, and its results and discussion are presented.

Sustainable Tourism Development as Dependent Variable and Socio-Cultural Factors

Both of micro Socio-Cultural Factors, Community Participation and Development (CPD) and Preserving Cultural Heritage (PCH), Factors are significant predictors of Sustainable Tourism Development by step-wise regression analysis. In Table 5.17 (a), R square at 0.066 indicates that the micro variables of Environmental factors are able to explain Sustainable Tourism Development to the extent of 6.6 percent. The ANOVA values for the regression model are shown in Table 5.17(b) indicating validation at 95 percent confidence level. The coefficient summary as shown in Table 5.17(c) gives beta values of Community Participation and Development (CPD) and Preserve Cultural Heritage (PCH) Factors as -0.222 and 0.182 respectively, which are fairly representative of their impact on Sustainable Tourism Development. The smaller value of Preserve Cultural Heritage (PCH) indicates that they are not adequately managed to leverage Sustainable Tourism Development. While the Community Participation and Development Factors is a stronger influencing variable for Sustainable Tourism Development, the negative value indicates that it is not adequately addressed by the Tour Operators.

Table 5.17 (a): Regression Analysis Model Summary for Sustainable Tourism Development as Dependent Variable

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.185 ^a	.034	.029	.17522
2	.257 ^b	.066	.056	.17279

a. Predictors: (Constant), AVSC community participation & development

b. Predictors: (Constant), AVSC community participation & development, AVSC Preserving Cultural Heritage

Table 5.17 (b): ANOVA for Sustainable Tourism Development as Dependent Variable

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.194	1	.194	6.323	.013 ^b
	Residual	5.465	178	.031		
	Total	5.659	179			
2	Regression	.375	2	.187	6.276	.002 ^c
	Residual	5.284	177	.030		
	Total	5.659	179			

a. Dependent Variable: AVG SUSTBL TOURISM DEV

b. Predictors: (Constant), AVSC community participation & development

c. Predictors: (Constant), AVSC community participation & development, AVSC Preserving Cultural Heritage

Table 5.17 (c): Coefficient Summary for Sustainable Tourism Development as Dependent Variable

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.750	.104		45.459	.000
	AVSC community participation & development	-.066	.026	-.185	-2.514	.013
2	(Constant)	4.495	.146		30.800	.000
	AVSC community participation & development	-.079	.027	-.222	-2.996	.003
	AVSC Preserving Cultural Heritage	.074	.030	.182	2.460	.015

a. Dependent Variable: AVG SUSTBL TOURISM DEV

Sustainable Management Practices as Dependent Variable and Socio-Cultural Factors

Out of the two Socio-Cultural Factors, Preserving Cultural Heritage (PCH) is a significant predictor of Sustainable Management Practices by step-wise regression analysis. In Table 5.18 (a), R square at 0.072 indicates that the micro variables of Environmental factors are able to explain Sustainable Management Practices to the extent of 7.2 percent. The ANOVA values for the regression model are shown in Table 5.18(b) indicating validation at 95 percent confidence level. The coefficient summary as shown in Table 5.18(c) gives beta values of Preserve Cultural

Heritage (PCH) Factors as 0.268, which is fairly representative of its impact on Sustainable Management Practices. The insignificant value of Community Participation and Development (CPD) indicates that they are not adequately managed to leverage Sustainable Management Practices, and hence dropped. Thus, Preserve Cultural Heritage (PCH) is a stronger influencing variable for Sustainable Management Practices.

Table 5.18 (a): Regression Analysis Model Summary for Sustainable Management Practicesas Dependent Variable

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.268 ^a	.072	.067	.21676

a. Predictors: (Constant), AVSC Preserving Cultural Heritage

Table 5.18 (b):-ANOVA for Sustainable Management Practicesas Dependent Variable

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.649	1	.649	13.807	.000 ^b
	Residual	8.364	178	.047		
	Total	9.012	179			

a. Dependent Variable: AV SusMgt practices

b. Predictors: (Constant), AVSC Preserving Cultural Heritage

Table 5.18 (c): Coefficient Summary for Sustainable Management Practicesas Dependent Variable

Model		Unstandardized Coefficients		Standard ized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.357	.154		28.315	.000
	AVSC Preserving Cultural Heritage	.137	.037	.268	3.716	.000

a. Dependent Variable: AV SusMgt practices

Extent of Sustainable Development as Dependent Variable and Socio-Cultural Factors

Out of the two Socio-Cultural Factors, Preserve Cultural Heritage (PCH) is a significant predictor of Extent of Sustainable Development by step-wise regression analysis. In Table 5.19 (a), R square at 0.070 indicates that the micro variables of Socio-Cultural Factors are able to explain Extent of Sustainable Development to the extent of 7.0 percent. The ANOVA values for the regression model are shown in Table 5.19 (b) indicating validation at 95 percent confidence level. The coefficient summary as shown in Table 5.19 (c) gives beta values of Preserving Cultural Heritage(PCH) Factors as -0.265, which indicates that its impact on Extent of

Sustainable Development though significant is not adequately addressed by the Tour Operators. The insignificant value of Community Participation and Development (CPD) indicates that they are not considered significant predictor of Extent of Sustainable Development, and hence dropped. Thus, Preserving Cultural Heritage (PCH) is a stronger influencing variable for Extent Sustainable Development, though not adequately leveraged.

Table 5.19 (a): Regression Analysis Model Summary for Extent of Sustainable Developmentas Dependent Variable

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.265 ^a	.070	.065	.18640

a. Predictors: (Constant), AVSC community participation & development

Table 5.19 (b): ANOVA for Extent of Sustainable Developmentas Dependent Variable

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.467	1	.467	13.453	.000 ^b
	Residual	6.185	178	.035		
	Total	6.652	179			

a. Dependent Variable: AV Extent of STD

b. Predictors: (Constant), AVSC community participation & development

Table 5.19 (c): Coefficient Summary for Extent of Sustainable Developmentas Dependent Variable

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.457	0.111		40.095	.000
	AVSC community participation & development	-.103	0.028	-.265	-3.668	.000

a. Dependent Variable: AV Extent of STD

5.9.4 Discussion on Hypotheses Testing of Micro Variables

An analysis of the results of hypotheses testing of the aggregate values of independent micro variables of Economic, Environmental and Socio-cultural Factors on the dependent macro variable Sustainable Tourism Development and its two micro variables (Sustainable Management Practices and Extent of Sustainable Development), as explained above, indicate the significance of these factors while strategizing for sustainability outcomes in the tourism sector.

Out of the twenty one micro hypotheses seventeen have been accepted and four have been rejected.

Discussion on Micro Variables of Economic Factors

Among the three Economic Factors, Sustainable Infrastructure (SI) has been perceived to be the most critical significant predictor of all the three dependent variables i.e. Sustainable Tourism Development (STD), Sustainable Management Practices (SMP) and Extent of Sustainable Development (ESD) by the Tour Operators, with beta values as 0.430, 0.489, and 0.279 respectively. Creation of Employment Opportunities is also perceived to be significant predictor of sustainability for all the three dependent variables i.e. Sustainable Tourism Development (STD), Sustainable Management Practices (SMP) and Extent of Sustainable Development (ESD) by the Tour Operators, with beta values as 0.261, 0.244, and 0.207 respectively. Benefit to Local Communities (BLC), however, is a significant predictor of only two dependent variables i.e. Sustainable Tourism Development (STD) and Sustainable Management Practices (SMP) with beta values as 0.196, and 0.215 respectively. This implies that while Benefit to Local Communities (BLC) is considered important for sustainable tourism and have been included in the Sustainable Management Practices roadmap, it has not been adequately implemented.

Further, the results indicate that all the three micro economic variables are considered to be significant for sustainable development of tourism sector explaining variation up to 48.5% (R Square Value: 0.485) and has also been incorporated in the sustainable management system practices of the companies explaining variation up to 57% (R Square Value: 0.570). However, only two of the three micro economic variables explain very small variation (15.9%) in the actual extent of sustainable development achieved with R square value being 0.159. The validated relationship among the three micro economic variables and three dependent variables of the research as represented in Figure 3.2 (chapter three) can be depicted diagrammatically in Figure 5.3(a), 5.3(b) and 5.3(c). The summary of the results of the step wise regression analysis for these relationships among the micro economic variables and three dependent variables is presented in Table 5.20.

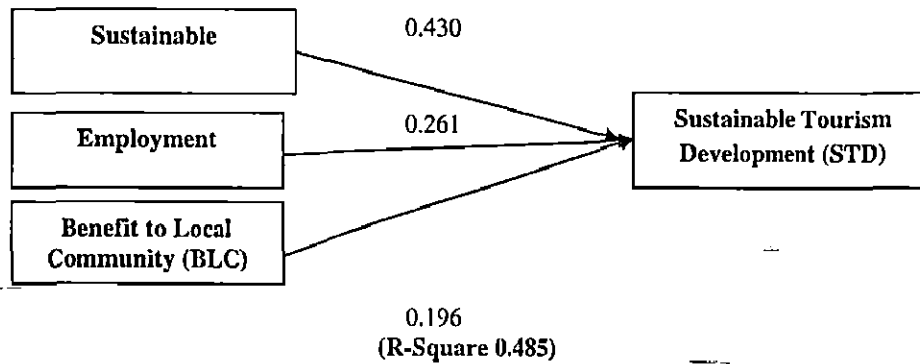


Figure 5.3(a): Validated Model relating Micro Variables of Economic Factors and Sustainable Tourism Development

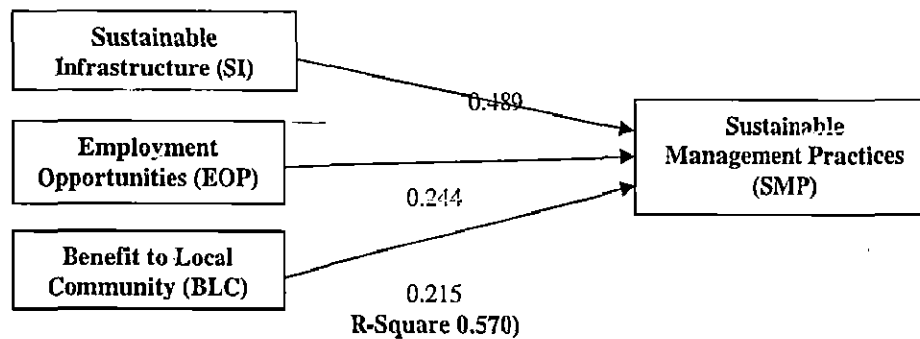


Figure 5.3(b): Validated Model relating Micro Variables of Economic Factors and Sustainable Management Practices

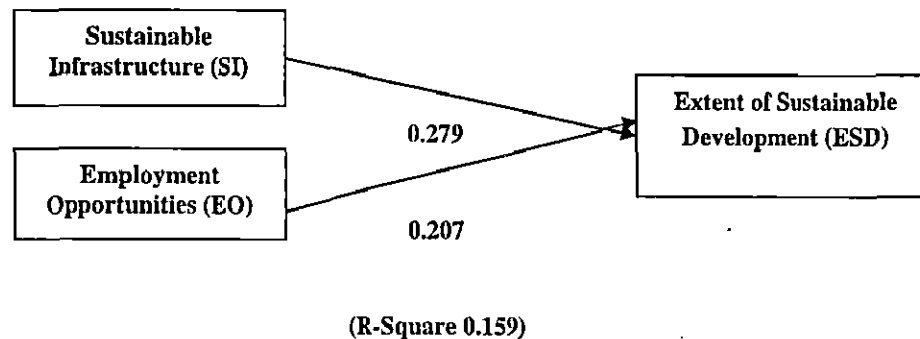


Figure 5.3(c): Validated Model relating Micro Variables of Economic Factors and Extent of Sustainable Management Development

Discussion on Micro Variables of Environmental Factors

Among the two Environmental Factors, Conserving Resources (CR) has been perceived to be the most critical significant predictor of all the three dependent variables i.e. Sustainable Tourism Development (STD), Sustainable Management Practices (SMP) and Extent of Sustainable Development (ESD) by the Tour Operators, with beta values as 0.331, 0.287 and 0.386 respectively. Reducing Pollution (RP) is also a significant predictor of sustainability for two dependent variables, Sustainable Tourism Development (STD) and Sustainable Management Practices (SMP) by the Tour Operators, with beta values as 0.416, and 0.518 respectively. While Reducing Pollution (RP) is a stronger predictor of sustainability and is considered important in the Sustainable Management Practices roadmap, it does not significantly affect the Extent of Sustainable Development (ESD), thereby indicating a major implementation gap.

Further, the results indicate that both micro environmental variables are considered to be significant for sustainable development of tourism sector explaining variation up to 46.4% (R Square Value: 0.485) and has also been incorporated in the sustainable management system practices of the companies explaining variation up to 54.6% (R Square Value: 0.546). However, in case actual extent of sustainable development achieved, only Conserving Resources (CR) explain the variation (38.6%) with R square value being 0.386. The validated relationship among the three micro economic variables and three dependent variables of the research as represented in Figure 3.2 (chapter three) can be depicted diagrammatically in Figure 5.4(a), 5.4(b) and 5.4(c). The summary of the results of the step wise regression analysis for these relationships among the micro environmental variables and three dependent variables is presented in Table 5.20.

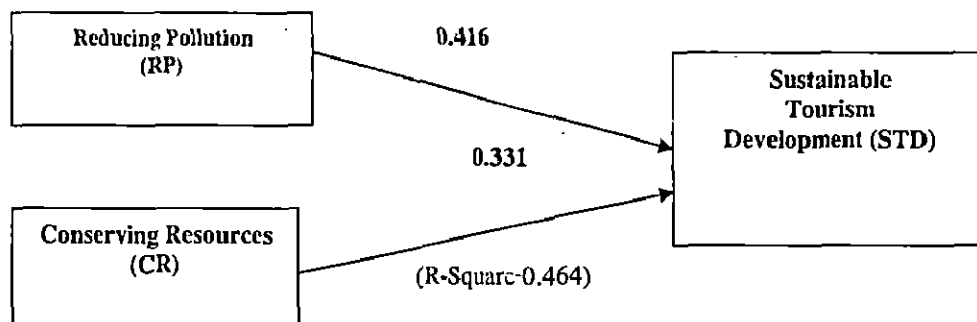


Figure 5.3(a): Validated Model relating Micro Variables of Environmental Factors and Extent of Sustainable Development (ESD)

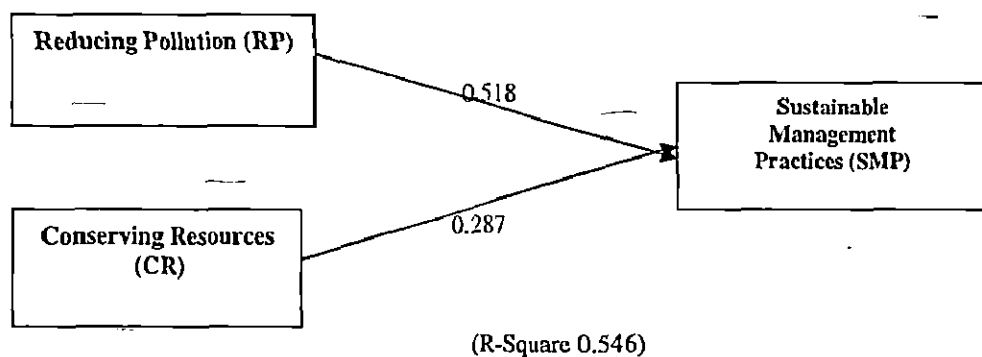


Figure 5.3(b): Validated Model relating Micro Variables of Environmental Factors and Sustainable Management Practices

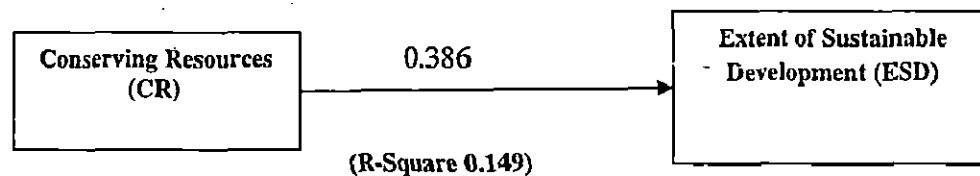


Figure 5.3(c): Validated Model relating Micro Variables of Environmental Factors and Extent of Sustainable Development

Discussion on Micro Variables of Socio-Cultural Factors

Among two Socio-Cultural Factors, Community Participation Development (CPD) and Preserving Cultural Heritage (PCH) has been perceived to be the significant predictor of the overall macro dependent variable i.e. Sustainable Tourism Development (STD), with beta values as -0.222, and 0.182 respectively. Further, Preserving Cultural Heritage (PCH) is perceived to be a significant predictor of Sustainable Management Practices (SMP) with beta values as 0.268, Community Participation Development (CPD) predicts significantly but not strongly Extent of Sustainable Development (ESD) with beta values as 0.070. This implies that while Preserving Cultural Heritage (PCH) is considered important for sustainable tourism and have been included in the Sustainable Management Practices roadmap, it has not been adequately implemented, thus indicating a major implementation gap.

Further, the results indicate that both micro socio-cultural variables are considered to be significant for sustainable development of tourism sector, they are not a very strong predictor as they explain variation only up to 6.6% (R Square Value: 0.066). Further, Preserving Cultural Heritage (PCH) also explains small variation up to 7.2% (R Square Value: 0.072) in Sustainable Management Practices (SMP) and Community Participation Development (CPD) explain very small variation (7%) in the actual extent of sustainable development achieved with R square value being 0.070. The validated relationship among the two micro economic variables and three dependent variables of the research as represented in Figure 3.2 (chapter three) can be depicted diagrammatically in Figure 5.5(a), 5.5(b) and 5.5(c). The summary of the results of the step wise regression analysis for these relationships among the micro economic variables and three dependent variables is presented in Table 5.20.

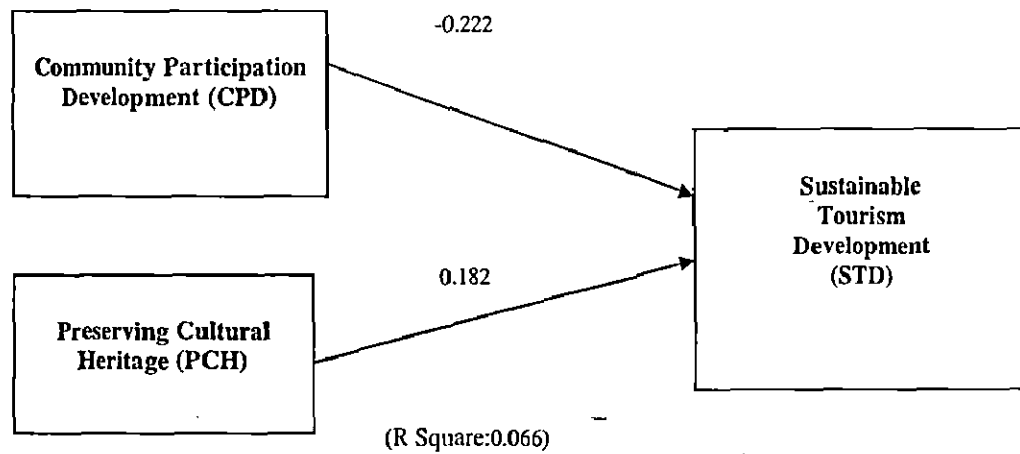


Figure 5.5(a): Validated Model relating Micro Variables of Socio-Cultural Factors and Sustainable Management Practices

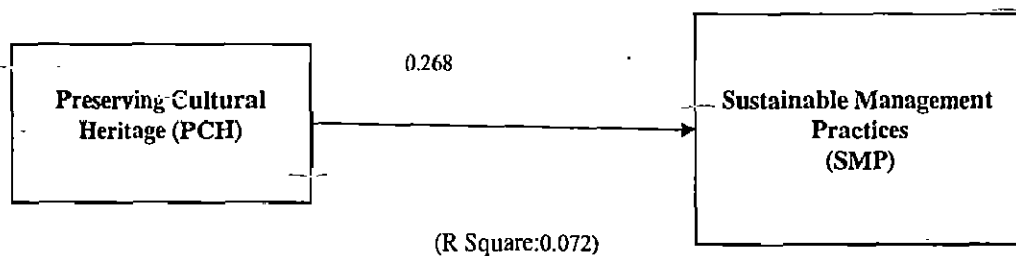


Figure 5.5(b): Validated Model relating Micro Variables of Socio-Cultural Factors and Extent of Sustainable Development

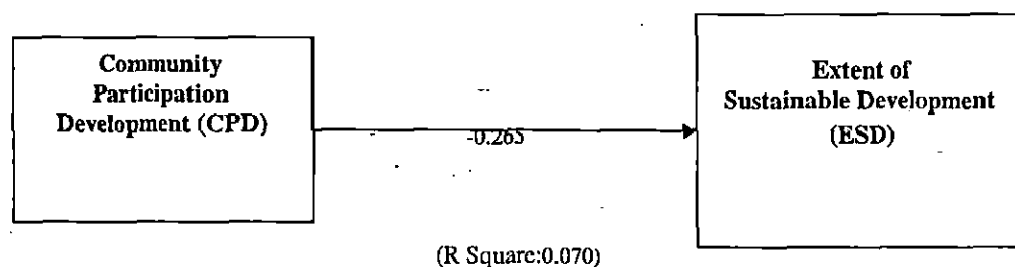


Figure 5.5(c): Validated Model relating Micro Variables of Socio-Cultural Factors and Extent of Sustainable Development

5.10 CHAPTER SUMMARY

This chapter provides an overview of the empirical survey conducted as a part of this research. Besides discussing the basic research framework adopted for the survey method, details on questionnaire design, pretesting, administration and validation; and sample design are presented. Results of reliability test (Cronbach alpha) and construct validation test using exploratory factor analysis are also reported. Univariate analysis has been carried out for the macro and micro variables used in both the surveys. Two sets of hypotheses testing, both for macro and micro variables, have been done and research models have been validated.

Thus, this chapter provides the results and findings of the main empirical survey of the Tour Operators-the key stakeholder of sustainable tourism as envisaged in the research, and leads to the synthesis, conclusions and recommendations in the next chapter.

Chapter 6

CONCLUSIONS, RECOMMENDATIONS AND FUTURE RESEARCH DIRECTIONS

6.1 INTRODUCTION TO THE CHAPTER

Tourism has been developing as a lucrative business, encompassing socio-economic activities particularly in countries, which are rich in historical artefacts, representing their rich cultural heritage as well. Included among these countries, India has a prominent position. Further, the industrial development leading to urbanization has also been playing a role in attracting foreign as well as domestic visitors. But then, the increased tourists' arrival has impacted their natural and socio-cultural environment negatively. Thus, tourism needs to be developed as a sustainable business having a favourable impact not just on the economy but also on the environment, society and culture.

The research study under consideration attempts to explore the broad canvass of sustainable tourism development in India. Besides analyzing the status of sustainable tourism in India, the roles of stakeholders are also discussed. With the help of qualitative analysis based on experts' inputs, the factors affecting sustainable tourism in India has been hierarchically modelled. These predictor variables of sustainable tourism have been empirically tested with the help of an empirical survey of the tour operators-a key stakeholder in the tourism supply chain.

In this concluding chapter, findings of the research are presented, keeping in view our objectives of the research, based on which suitable recommendations have been put forward to promote sustainable tourism in India. Finally, the significant contributions and the limitations of this research are also listed leading to possible directions for future research.

6.2. SUMMARY OF MAJOR FINDINGS OF THE STUDY

At the end of any research journey, it is critical to look back and analyze the key objectives laid down at the very outset, in order to evaluate how much has been achieved. A synthesis of the key findings of the research across different phases and methodologies employed may be summarized in accordance with the objectives laid down for the research, before highlighting the

suggestions, implications and the contributions made by the study. Each of the sub-sections below addresses the research objectives as listed in chapter one. The identification of key research variables from the literature (section 6.2.1) addresses the first objective, followed by the conclusions on the status of sustainable tourism in India (section 6.2.2) which deals with the second objective. The conclusions regarding the role of stakeholders in sustainable tourism development in India (section 6.2.3) and the major findings of the TISM analysis depicting the inter-relationship among the variables (section 6.2.4) address the third and the fourth objectives. The subsequent sub-section on key findings of the empirical survey of the tour operators highlighting the relationships from the empirically validated framework for sustainable tourism development in India caters to the last objective of the study.

6.2.1 Findings from Literature Review: Identification of Key Research Variables

Given the theme of the research that is 'sustainable tourism development', it was imperative to identify and delineate the research variables at the outset, as envisaged in the first research objectives. As a result, the entire preliminary phase of the research was dedicated for this purpose.

As drawn from sustainability and tourism literature, three independent macro research variables namely- Economic, Environmental and Socio-Cultural Factors; and one dependent macro variable namely, Sustainable Tourism Development in India were identified and the possible relationship among these variables were hypothesized and depicted in conceptual research framework (Fig 3.2). Further, seven independent micro variables (Benefits to Local Community, Employment Generation, Sustainable Infrastructure, Conserving Resources, Reduction in Pollution, Preserving Cultural Heritage, and Community Participation and Development) and two dependent micro variables (Extent of Sustainable Tourism and Sustainable Management Practices) were delineated for empirical validation.

6.2.2 Conclusions about the Status of Sustainable Tourism in India

The descriptive analysis about the status of Sustainable Tourism in India based on secondary data was undertaken, addressing the second objective of the research. Some of the major findings of this analysis, from the perspective of its three major dimensions, are enumerated as follows:

- ⇒ India has tremendous potential to become a major global tourist destination. It has been ranked among the top three adventure tourism destinations in the Asia Pacific Region (UNWTO, 2013).
- ⇒ The genesis of 'Sustainable Tourism' in India dates back to 1998, when the Ministry of Tourism, formulated the wide-ranging "Ecotourism in India – Policy and Guidelines".
- ⇒ Since then the tourism sector's capability as a sustainable and inclusive development driver, has been emphasized in the National Tourism Policy, 10th Five Year Plan and the 12th Five Year Plan. Recently, a Committee was constituted for defining Sustainable Tourism Criteria for India (STCI) and indicators, which are being launched for different stakeholders since 2011.

6.2.2.1 Economic Aspects of Sustainable Tourism in India

India's travel and tourism industry is one of the most profitable industries in the country and is also credited with contributing immensely to the nation's economic development

Sustained Contribution to Economic Development

- ⇒ The total contribution of Travel and Tourism sector to GDP in India in 2011 was 4.5% and is expected to reach almost 5% in next ten years (WTTC Report, 2013)
- ⇒ The unprecedented growth in tourism in India has made it the third largest foreign exchange earner after gems and jewellery and ready-made garments.
- ⇒ In 2013, around 7 million foreign tourists visited India. India's global ranking in tourist arrivals was 42nd and 11th in Asia Pacific region (UNWTO Annual Report, 2014).
- ⇒ Most of the foreign tourists in India are from USA with 15.81% and UK with 11.98% followed by Bangladesh (7.4%) and Sri Lanka (4.52%) (Ministry of Tourism Report, 2013).
- ⇒ The top three states of India that had the highest attraction for foreign tourists are Maharashtra, Tamil Nadu and Delhi (Ministry of Tourism, Govt. of India, 2014)
- ⇒ There is a consistent increase in the number of domestic tourist contributing to the economic sustainability of the tourism sector in India.
- ⇒ The highest percentage shares of domestic tourist visits are in Andhra Pradesh, Tamil Nadu and Uttar Pradesh, highlighting the significance of religious tourism in India (Ministry of Tourism, 2013).

Contribution to Employment Generation

- ⇒ Tourism sector is a major generator of employment and has the potential to reduce poverty in the society (UNCTAD, 2010). This sector is estimated to create 78 jobs per million rupees of investment, compared to 45 jobs in the manufacturing sector for similar investment (Ministry of Tourism Annual Report, 2012).
- ⇒ The contribution of Travel and Tourism sector to total employment generation in India was 7.5% in 2011 (WTTC Report, 2013).
- ⇒ Policy initiatives undertaken to pass on the benefits of employment generation to the local community (XIIth FYP, 2012).

Development of Sustainable Infrastructure

- ⇒ Tourism sector in India has the potential to grow at a high rate and ensures the development of infrastructure at the destinations.
- ⇒ The World Travel and Tourism Competitiveness Report (WTTCR, 2013) published by World Economic Forum, has ranked the various aspects of infrastructure of 140 countries.
- ⇒ India is ranked 67th globally with respect to overall business environment and infrastructure; with air transport and ground transport infrastructure ranked 39th and 42nd respectively. The quality of roads (rank 85th) and of ports (rank 79th), however, require much improvement.
- ⇒ The other aspects of tourism infrastructure like hotel rooms per capita and ATM penetration remain underdeveloped have been ranked low (95th). Even ICT infrastructure has also been ranked low (111th) as global standards.

Competitiveness of India's Travel and Tourism Sector

- ⇒ As far as the competitiveness of India's Travel and Tourism sector is concerned, although it has improved over the last few years, it has the potential to improve substantially.
- ⇒ India is ranked 11th in the Asia Pacific Region and 65th globally in a list of 140 assessed countries in 2013, gaining three places since 2011 (WEF, 2013).
- ⇒ The share of India in International Tourist Arrivals (ITAs) is very low (0.64%, rank 42nd), and compares poorly with that of China (5.38%) (Bureau of Immigration, Ministry of Tourism, 2014).

- ⇒ Even at the Asia and the Pacific region percentage (%) share and rank of India is hardly 2.81% (rank 11th). This can be attributed to poor infrastructure and other government policy which have not been properly addressed to the needs of foreign tourists.
- ⇒ India's share in International Tourism Receipts (ITR) is also very low (1.65% in 2013). Even in Asia and the Pacific region, India's share is hardly 5.14% ranking 8th (Incredible India Report, 2014).
- ⇒ Though India is globally well assessed for its natural resources (ranked 9th) and cultural resources (24th), it remains a relatively price competitive destination (20th), even in the regional context (Incredible India Report, 2014).
- ⇒ Other areas of concern include the policy environment (125th), a restrictive visa policy (132nd), and low level of commitment in GATS agreements for tourism services (114th)
- ⇒ Compared with other Asian countries global competitiveness rankings, India has a long way to go. Ranked much below Singapore, Malaysia, Thailand and China which have much higher ranks and scores, India's tourism strategy needs to be more competitive.
- ⇒ In order to be more economically competitive and sustainable, these areas of concern need to be adequately addressed.

6.2.2.2 Environmental Aspects of Sustainable Tourism in India

Environmental sustainability ensures that the development in the tourism sector is compatible with the maintenance of essential ecological processes, biological diversity, conservation of resources and reducing pollution. Some of the major findings regarding environmental aspects of sustainable tourism in India are summarized as follows:

- ⇒ While India has been endowed with rich natural resources ranking 9th globally out of 140 countries, its rank in sustaining the natural environment (107th) as compared with other countries is quite poor (WTTC Report 2013)
- ⇒ The Ministry of Tourism in India has laid down policies and strategies to address the environmental concerns arising out of increased tourism related activities over the last decade (Ecotourism in India – Policy and Guideline, 1998)
- ⇒ The National Tourism Development Strategy (2005) emphasized on the sustainable utilization of resources and the need to prevent the irreversible negative processes and

constituted a Committee in 2010 for defining Sustainable Tourism Criteria for India (STCI) and indicators.

Conservation of Resources

- ⇒ For conserving resources guidelines and indicators have been laid out for new man-made or built environments. It would be now necessary to ensure that these developments are built on an appropriate site and constructed of recycled and locally available materials; they are required to be designed to be more energy-efficient and developed in a way that minimizes the use of resources like water, and the disruption of wildlife habits (STCI, 2011).
- ⇒ Preservation of world heritage natural sites, protecting various species, and improving the quality of natural environment, are also on the agenda (STCI, 2011).
- ⇒ However, the percentage of threatened species in India is quite high (13.4%; rank 129) and its ranking in terrestrial biome protection (rank 105) and marine protected areas (rank 80) is quite low, thus, requiring much greater attention and efforts towards conservation and sustainability of natural resources (WTTC Report, 2013).

Reduction in Pollution

- ⇒ Reducing all kinds of pollution is on priority in India, given the high level of particulate matter concentration (57.1 $\mu\text{g}/\text{m}^3$) and carbon dioxide emissions (WTTC Report, 2013).
- ⇒ India's rank in both environmental regulations (rank 69) and their enforcement (rank 80) being low, the tourism sector in India needs to be more environmentally sustainable by adopting stricter environmental regulations and enforcement.

6.2.2.3 Socio-Cultural Aspects of Sustainable Tourism in India

Social and cultural sustainability ensures that development is compatible with the culture and values of people affected by it, and maintains and strengthens social and cultural identity. The key findings as regards the socio-cultural aspects of sustainable tourism in India are as follows:

- ⇒ Compared to many countries, India has the advantages of possessing a rich and diverse range of unique tangible and intangible cultural, natural and man-made tourism resources, many of which are world class in quality (National Tourism Policy, 2002).
- ⇒ This is reflected in the global competitiveness ranking of India for its cultural resources which is 24th out of 140 countries. Globally, India is ranked 8th out of 140 countries in

terms of number of world heritage cultural sites and 6th in terms of percentage of world total creative industries exports (WTTC Report, 2013)..

- ⇒ India, however, lags behind in the social indicators such as its human resources (rank 96) and affinity towards travel and tourism (111) (WTTC Report, 2013).
- ⇒ Lack of hygiene and sanitation act as a major irritant for foreign and domestic tourists (MoT, Annual Reports) and has been reiterated in the recent WTTC Report (2013), where the global rank of India's health and hygiene is 109 out of 140 countries. Also, there have been serious concerns about the attitude of local population toward foreign visitors (rank 104) highlighted in the report.
- ⇒ The Ministry of Tourism (Government of India), has devised plans and strategies to enhance social and cultural sensitivity in the tourism sector by initiating several community participation and development programs like Incredible India, Atithi Devo hava and Hunar se Rozgar Tak.
- ⇒ Besides providing employment to a wide range of job seekers, it ensures that tourism accrue to women as well. Further, emphasis has been on organizing more short-term courses for the unskilled workforce and skill certification of service providers (STCI, 2011).
- ⇒ The two flagship programs namely, "Incredible India" and 'Atithi Devo Bhavah' which had been launched in this context have yielded satisfactory results so far (Ministry of Tourism Annual Report, 2014). However, there is still a lot of scope for improvement in enhancing the socio-cultural sustainability of travel and tourism sector in India, when compared globally.

6.2.3 Findings about the Role of Stakeholders in Sustainable Tourism in India

The key stakeholders of sustainable tourism in India has been identified as: the Government, the Service Providers in the tourism supply chain like Tour Operators, Accommodation units and Transport sector etc., Local Communities, International Agencies and pressure groups which include various NGOs and Experts and finally the Tourists themselves. The key findings about the roles played by these stakeholders, as drawn from the descriptive analysis of secondary data are listed as follows:

6.2.3.1 Role of Government in Promoting Sustainable Tourism in India

- ⇒ Governments have a critical role in determining the policies for sustainable tourism. Besides, formulating policies and legislations for sustainable tourism development, one of the primary functions of the Government is to create an environment that enables the private sector to operate more sustainably so as to optimize the impact of tourism (STCI, 2011).
- ⇒ The Ministry of Tourism (MoT), which is a branch of the Government of India (GOI), is the apex body for the tourism sector in India and has adopted a multi-pronged approach for the promotion of sustainable tourism, besides formulating policies and regulations.
- ⇒ The Ministry of Tourism, along with its network of corporations and institutions (like Indian Tourism Development Corporation, ITDC, Indian Institute of Tourism and Travel Management, IITTM, 21 Central Institutes of Hotel Managements etc), provides for a mechanism for speedy implementation of tourism projects, development of integrated tourism circuits, special capacity building in the unorganized hospitality sector and new marketing strategy.

— Government Policies for Sustainable Tourism Development in India

- ⇒ Government of India (GOI) has announced different policies for augmentation and development of sustainable practices in the tourism sector.
- ⇒ Ecotourism Policy and Guidelines (1998) was one of the earliest policy taking due cognizance of key parameters, such as, carrying capacity, the polluter pays principle, regulatory issues, environment care, sustaining heritage (cultural, natural, built, oral, intangible), and inclusive economic growth.
- ⇒ Sustainable Tourism Criteria for India (2011) was evolved by a Committee for the accommodation sector and tour operators sector, keeping pace with the global developments in making tourism more sustainable (GSTC, 2009).
- ⇒ Some of the key strategies for the implementation of Sustainable Tourism Criteria for India (STCI) include organizing workshops to advocate sustainability, providing incentives for establishments complying with STCI, supporting skill development, supporting MSME tourism service providers for meeting STCI compliance, and

- undertaking capacity building in industry, government, school and colleges for promoting sustainable tourism in India.
- ⇒ Keeping pace with the global Millennium Development Goals formulated by the United Nations, the 10th and 11th Five Year Plans in India reiterated tourism sector's capability as a sustainable and inclusive development driver.
 - ⇒ The 12th Five Year Plan gave further fillip and importance to promote sustainable tourism in the country to achieve its objective of 'Faster, Sustainable and More Inclusive Growth' (XIIth FYP, 2012).
 - ⇒ It was acknowledged in the plan that the realization of the country's huge tourism potential depends overcoming the constraints like inadequate transportation infrastructure; lack of hotel facilities, multiple and higher taxation; inadequate financial resources for enterprises/skills, inadequate safety and hygiene conditions around tourist attractions (XIIth FYP, 2012).
 - ⇒ Planners in XIIth plan recommended to adopt a 'pro-poor tourism' approach aimed at increasing the net benefits that flow to the poor from tourism and related activities. For the implementation of these strategies, developing formal and informal links between all stakeholders and coordination across all levels of government was strongly recommended (XIIth FYP, 2012).

Government Programs for Sustainable Tourism Development in India

- ⇒ *Incredible India*: is the name of an international marketing campaign by the Government of India to promote tourism in India in 2002. The campaign was conducted globally and later in 2009, it was extended to the domestic tourism sector as well ([Incredible india.org](http://Incredibleindia.org)).
- ⇒ *Atithi Devo Bhava*: In 2008, the Ministry of Tourism launched this campaign targeting local population to educate them regarding good behavior and etiquette when dealing with foreign tourists. This program aimed at creating awareness about the effects of tourism and sensitizing the local population about preservation of India's heritage, culture, cleanliness and hospitality, thus, promoting socio-cultural sustainability in tourism sector.
- ⇒ *Hunar se Rozgar Tak- HSRT*: is an initiative of Ministry of Tourism to create employment through skill development of inclusive nature. Under this initiative

Eighth/Tenth pass youth in the age group of 18- 28 are trained in the course of tourist vehicle drivers, nature guides, high altitude service providers, river rafting guides, maintaining guides/ adventure travel escorts etc. More than 28,000 persons have been trained under HSRT scheme and more than 12,000 service providers have been certified till 30th November 2014.

Recent Government Actions for promoting Sustainable Tourism in India

- ⇒ Tourist Visa on Arrival enabled with Electronic Travel Authorization is the latest in the series of measures to ease visa regime and encourage foreigners to visit India. Online Visa facility at 9 airports for nationals of 43 countries was announced in November, 2014.
- ⇒ The Ministry of Tourism has launched the Incredible India mobile application in August 2014 to assist international and domestic tourists in accessing information about Ministry of Tourism recognized tourism service providers.
- ⇒ Ministry of Tourism launched a 24* 7 Incredible India Toll Free Helpline for Tourists in December 2014.
- ⇒ The Skill Development Initiative Hunar Se Rozgar Tak was revamped under the title Badhte Kadam to allow All India Council for Technical Education, National Skill Development Agency, to act as implementing agencies.

6.2.3.2 Role of Tourists in promoting Sustainable Tourism in India

Tourists, being the ultimate beneficiary of tourism services, are one of the key stakeholders in sustainable tourism, and hence can play a significant role to promote it.

- ⇒ Tourists largely play a reactive role in sustainable tourism development in India. Tourist's feedback and satisfaction has been an important source of information, while strategizing for better tourism services in the future.
- ⇒ Despite having an age old tradition of giving divine importance to tourists in India, the satisfaction of foreign tourists had been adversely affected due to the irresponsible and uncaring attitude of the local population.
- ⇒ As per a MoT report for two important tourist destination states-Madhya Pradesh and Sikkim, 60-80 % of foreign tourists were not satisfied with regards to the availability of tour operators, transportation and tourist guide, quality of accommodation, eating places, and upkeep of tourists' sites.

- ⇒ More than 90% foreign tourists are dissatisfied with information centers, quality of information, accommodation tariff and also the behavior of local people. 73% of them are dissatisfied with the security level, and 6.3% are dissatisfied with the quality of roads.
- ⇒ This is being addressed by the Ministry of Tourism in its social campaign 'Atithi Devo Bhava' to educate them regarding good behavior and etiquette when dealing with foreign tourists.
- ⇒ Thus, while tourist's honest feedback can play a critical role in shaping the policies and strategies for promoting sustainable tourism in the country, tourists have yet to play a direct role in sustainable tourism development in India as envisaged by global agencies (DESA, 1999).

6.2.3.3 Role of Non-governmental Organizations (NGO's) in Sustainable Tourism in India

A significant number of NGOs are engaged in the field of the protection of the environment and promote tourism practices that are environmentally sustainable, economically beneficial to local communities and educational experiences for tourists. Some of the key roles played by NGOs in India include:

- ⇒ NGOs act as intermediaries between the stakeholders in the ecotourism network, e.g. communities, tourism, industry, agencies of protected areas.
- ⇒ Many NGOs collaborate with state to achieve more significant environmental benefits. Centre for Environment Education (CEE), a Gujarat based national institution, facilitates and networks with many grass-root NGOs working in the field of biodiversity conservation.
- ⇒ Some NGOs offer ecotourism services, in exceptional cases, such as the organization and promotion of packaged excursions, transport and board. For e.g. An NGO named HACRA-DHANI, a responsible travel maker based in Rajasthan, is committed to offering low-impact tours that help local economies while minimizing negative environmental and cultural impacts.
- ⇒ Some of the other significant roles that NGOs in India can assume in promoting sustainable tourism are educating tourist to adopt an appropriate, environmentally and

socially acceptable conduct, promote research on the impacts of tourism, monitor tourism industry actions as well as the residents' reaction to tourism development etc. (UNCSD NGO. 1999: 8).

6.2.3.4 Role of Local Community in Promoting Sustainable Tourism in India

Tourism projects that engage local communities directly in their planning and implementation are much more likely to be successful in delivering local benefits and to be sustained over time (UNEP & WTO, 2005). Policy makers in India have realized the significance of the role played by the local community in promoting sustainable tourism and have laid down the policies and strategies to generate different types of benefits to local people (XIIth Five Year Plan Approach Paper, 2012).

- ⇒ Strategies recommended for creating economic benefits include expansion of local employment through commitment to creation of local jobs and training of locals for employment; expansion of business opportunities for small and micro businesses and entrepreneurs engaged in tourism;
- ⇒ Strategies to enhance livelihood benefits to the locals include capacity building, training and empowerment; improving social and cultural impacts of tourism; improving access to services and infrastructure like health care, security, water supplies, transport, hygiene, sanitation, waste disposal etc.
- ⇒ Kerala Tourism has been conferred the top United Nations Award in 2014, for its path-breaking 'Responsible Tourism' project in Kumarakom, which has successfully linked the local community with the hospitality industry and government departments, thereby creating a model for empowerment and development of the people in the area while sustaining eco-friendly tourism.

6.2.3.5 Role of Tour Operators in promoting Sustainable Tourism in India

The tour operators offer a packaged combination of transport, accommodation and services and have very significant roles to play as travel intermediaries that link local tourism suppliers with overseas tour operators (Chand, 2006; Pearce, 2007).

- ⇒ UNWTO (2005, 2009) has envisaged codes of responsible tourism for Tour Operators worldwide and has even established criteria and indicators to assess their contribution in promoting sustainable tourism.
- ⇒ In India, the Ministry of Tourism (MoT) has provided for a classification of the travel trade service providers and grants recognition to these tour providers, in order to ensure that they provide quality services to the tourists.
- ⇒ To further involve and engage the Tour Operators in India in promoting sustainable tourism, a comprehensive set of criteria and indicators (STCI, 2011) have been outlined by the committee which has been launched recently (Press release, August 2014, MoT) for various other segments like the accommodation sector etc, by the Minister of Tourism.
- ⇒ A detailed empirical survey about the perception and role of Tour Operators in India in promoting sustainable tourism is undertaken as a part of this research; the conclusions of which are presented in subsequent section.

6.2.4 Findings of TISM Analysis of Factors Affecting Sustainable Tourism in India

A qualitative tool namely Total Interpretive Structural Modeling (TISM) has been used to model/structure the variables of sustainable tourism development in India for greater understanding of the interplay of these factors. TISM is essentially an innovative version of Warfield's (1973, 1974) Interpretive Structural Modeling (ISM) technique, where in not just the inter-relationship among the variables are developed, but also the logic behind the relationships are also elicited from the experts and depicted in the diagram. Thus, the contextual relationship among the nine micro variables along with the interpretive logic was captured by conducting discussions with ten domain experts, based on which the TISM model is developed; the conclusions of which are listed as follows.

- ⇒ All the nine variables could be distinctly partitioned into four layers. The hierarchical structure of the model highlights the driver and dependence relationships. The variables at the top of the model have higher dependence and those at the bottom have high driving ability

- ⇒ Two variables 'extent of sustainable tourism development' and 'sustainable management practices' exhibit higher dependence being placed at the top of the model. The variable 'sustainable management practices' is directly linked with the 'extent of sustainable tourism development' and both constitutes the macro dependent variable for the study, thus, verifying the hypothesized conceptual research model for empirical survey.
- ⇒ The 'extent of sustainable tourism development' has direct links with almost all the other variables in the model, and hence is the key outcome variable of the study.
- ⇒ Three micro variables 'Development of sustainable infrastructure', 'preserving cultural heritage' and 'community participation and development' have emerged as the basic driving force affecting the other factors.
- ⇒ 'Development of sustainable infrastructure'- micro variable of 'Economic Factors'- has emerged as key factor that would generate 'employment opportunities' and 'benefit local communities', resulting in higher extent of sustainable tourism in the country. Further, it has direct links with socio-cultural factors as it impacts 'preservation of cultural heritage' and requires increased 'community engagement and participation'. 'Development of sustainable infrastructure' has also emerged as driving factor for environmental factor like 'reduction in pollution'.
- ⇒ 'Community participation and development' has also emerged as critical driving factor affecting environmental factors like 'reduction in pollution' and 'conservation of resources' and hence directly affects the extent of sustainable tourism.
- ⇒ The two environmental factors 'reduction in pollution' and 'conservation of resources' and micro economic variable 'generating employment opportunities', further, affects 'benefit to local communities' and the 'extent of sustainable tourism'. 'Benefit to local communities', has direct links with the 'extent of sustainable tourism' and hence placed at the second level from the top in the model.
- ⇒ The key implication of the model is that to attain higher level of sustainable tourism development in India, policy makers will have to focus on the socio-cultural factors more. This will require greater collaboration with local community in preserving cultural heritage and developing tourism infrastructure in a sustained manner.

- ⇒ Thus, the economic benefit of sustainable tourism is largely dependent on the socio-cultural and environmental factors, which is often considered secondary while strategizing for this sector.

6.2.5 Findings from the Empirical Survey

A survey method has been used to empirically validate the conceptual research model representing hypothesized relationships among the variables of sustainable tourism development, by taking the response of Tour Operators (TO), using a questionnaire. Some related aspects of the survey such as questionnaire development, its administration, validity, descriptive and related statistics are summarized before enumerating the key findings.

- ⇒ For pre-testing, five experts were interviewed, using a pretesting template based on the Questionnaire Appraisal System (QAS), after which the number of items in the questionnaire reduced from 40 to 34.
- ⇒ In all 449 tour operators (both Inbound and Domestic) have been registered, out of which 400 were sent the questionnaire. Finally, 185 questionnaires were received of which 180 were found to be valid for analysis.
- ⇒ For construct validity, the EFA (Exploratory Factor Analysis) was performed using PCA (Principal Component Analysis) method for which a factor loading of 0.50 has been used as cut off point. Finally, six items with loadings less than 0.5 were dropped, thus confirming twenty nine items for the final analysis. The Kaiser-Meyer-Olkin (KMO) measures of sampling adequacy values were well within the acceptable range of 0.5 to 1.
- ⇒ The overall Cronbach's Alpha value of the questionnaire is quite high (0.795), indicating that the research instrument used is adequately reliable. The Cronbach's Alpha values of all the macro and micro variables are within the acceptable range, that is, more than the cut off value of 0.6.

6.2.5.1 Major Findings of the Survey

Some of the key findings and conclusions of the survey are enumerated as follows:

- ⇒ An analysis of the univariate statistics of the macro variables of the study, indicate higher mean and median values for economic and socio-cultural factors, reiterating our conjecture that economic and socio-cultural factors, gets higher precedence than

environmental factors, which is often compromised in the tourism sector. The standard deviation and variance are within permissible limits

- ⇒ Results of correlation analysis of all micro variables suggest that there is significant correlation among most of the variables. A stronger relationship is exhibited among the micro constructs of independent and dependent variables.
- ⇒ All the three macro independent variables- Economic, Environmental and Socio-cultural Factors- are significant predictors of the dependent macro variable Sustainable Tourism Development, thus accepting all three macro hypotheses.
- ⇒ While 'environmental factors' and 'economic factors' are perceived to be critical predictors of 'Sustainable Tourism Development', Socio-cultural factors, though significant, are not perceived to be very strong by the respondents.
- ⇒ Among the three Economic Factors, Sustainable Infrastructure (SI) and Employment Opportunities (EOP) has been perceived to be the critical significant predictor of all the three dependent variables i.e. Sustainable Tourism Development (STD), Sustainable Management Practices (SMP) and Extent of Sustainable Development (ESD) by the Tour Operators.
- ⇒ Benefit to Local Communities (BLC), however, is a significant predictor of only two dependent variables i.e. Sustainable Tourism Development (STD) and Sustainable Management Practices (SMP) implying that while it is considered important for sustainable tourism and have been included in the Sustainable Management Practices roadmap, it has not been adequately implemented.
- ⇒ Among the two Environmental Factors, Conserving Resources (CR) has been perceived to be the most critical significant predictor of all the three dependent variables.
- ⇒ While Reducing Pollution (RP) is a stronger predictor of overall sustainable tourism development and is considered important in the Sustainable Management Practices roadmap, it does not significantly affect the Extent of Sustainable Development (ESD), thereby indicating a major implementation gap.
- ⇒ Both micro socio-cultural variables- Community Participation and Development (CPD) and Preserving Cultural Heritage (PCH)- emerged to be significant predictors of Sustainable Tourism Development, they are not a very strong predictor as they explain variation only up to 6.6% (R Square Value: 0.066).

- ⇒ Out of the two Socio-Cultural variables, Community Participation Development (CPD) predicts significantly but not strongly Extent of Sustainable Development (ESD). Further, Preserving Cultural Heritage (PCH) exhibits significant relationship with Sustainable Management Practices but not with Extent of Sustainable Development (ESD), thus, indicating a major implementation gap.

6.3 SYNTHESIS OF FINDINGS AND KEY CONCLUSIONS

Some of the key conclusions based on the synthesis of findings from different types of analysis undertaken and as discussed above are enumerated as follows:

- ⇒ Sustainable development of tourism is largely perceived to be associated with the sustainable practices in the economic and environmental aspects. Higher beta coefficients of the economic and environmental variables, as compared to socio-cultural variables, support this key finding.

This has emerged not only in the empirical survey findings but is also highlighted from the descriptive analysis of the status of sustainable tourism in India. Greater focus on economic outcomes of sustainable tourism like increased number of tourists, increased tourism receipts, employment generation etc is given in the policies and strategies of the tourism sector. Besides economic aspects, environmental aspects, too, have been accorded greater importance over the last decade. Increased emphasis on conserving resources, reduction in pollution, and preservation of heritage monuments have been indicated in the descriptive analysis.

- ⇒ Despite being acknowledged as strong predictors of sustainable tourism, indicators of both economic and environmental variables of India does not compare well with other countries. The share of India in International Tourist Arrivals (0.64%) and International Tourism Receipts (1.65%) is also very low and compares poorly with that of China (ITA-5.38%) and other countries in the Asia and the Pacific region. This has been attributed to poor infrastructure and other government policy which have not been properly addressed to the needs of foreign tourists. India's rank in sustaining the natural environment (107th out of 140 countries) as compared with other countries is also quite poor.

⇒ Socio-cultural variables, though significantly related to sustainable tourism, are not perceived to be as important as the other two macro variables. A small and negative beta coefficient, indicate that socio-cultural variables are not just weak predictors but may not necessarily be a positive contributor of sustainable tourism, thus highlighting a major problem in the perception of the tour operators-a key stakeholder in sustainable tourism.

This is further reflected in the descriptive analysis, which indicates that India lags behind in the social indicators with poor global ranks in its human resources (rank 96) and attitude towards travel and tourism (rank 111) out of 140 countries. In fact, survey reports of Ministry of Tourism indicated high level of dissatisfaction of tourists with the quality of accommodation, eating places, upkeep of tourists' sites and above all the behavior of the local people.

- ⇒ The TISM analysis of the micro variables using expert inputs, however, highlights the criticality of both of the micro variables of socio-cultural factors (community participation & development and preserving cultural heritage), which lie at the bottom of the hierarchical model, driving/affecting all the other predictors of sustainable tourism.
- ⇒ Survey results indicate that while both of the micro variables (community participation & development and preserving cultural heritage) of socio-cultural factors are significant predictors of sustainable tourism, the power of community participation and engagement is not positively leveraged (negative beta coefficient).
- ⇒ Development of sustainable infrastructure-one of the economic micro variable-has emerged as the most critical variable affecting sustainable tourism in empirical survey results as well as TISM analysis. With one of the highest beta coefficients in empirical survey results and with high driving power being at the bottom of the hierarchical model (TISM analysis), development of sustainable infrastructure deserves special attention. This is further reiterated in the lower ranking (67th out of 140 countries) of India in tourism related infrastructure.
- ⇒ Among the micro variables of environmental factors, both reducing pollution and conserving resources exhibit strong relationship with sustainable tourism development as per empirical survey results. This is also emphasized in the TISM analysis, where both these variables are placed in the lower hierarchical level indicating high driving power.

Descriptive analysis, too, indicate the criticality of these factors with India's rank being low, in both environmental regulations (rank 69) and their enforcement (rank 80). Further, a high percentage of threatened species in India (13.4%; rank 129) and low ranking in terrestrial biome protection (rank 105) and marine protected areas (rank 80), much greater attention and efforts towards conservation and sustainability of natural resources are required.

- ⇒ Some of the micro variables like benefits to local community (economic), reducing pollution (environmental), and preserving cultural heritage (socio-cultural) are significant predictors of sustainable management practices but do not contribute significantly to the extent of sustainable tourism development, thus, indicating a major implementation gap.
- ⇒ Further, a significant policy gap is indicated with respect to community participation and development-a key socio-cultural variable- as it did not exhibit any significant relationship with the sustainable management practices of the service providers, but emerged as a significant predictor of extent of sustainable tourism development in the country.
- ⇒ While the Government has been playing the role of formulating policies and legislations for sustainable tourism development in India, it has yet to create an environment that enables the private sector to operate more sustainably (STCI, 2011).
- ⇒ Given the significance of the role played by the local community in promoting sustainable tourism, a model of empowerment and development of the local people as demonstrated by the 'Responsible Tourism' project in Kerala, need to be widely replicated.
- ⇒ Other key stakeholders like the Tour Operators, NGOs and the Tourists themselves, though have started acknowledging the need for integrating sustainability in their practices, they have yet to play a more pro-active and direct role in sustainable tourism development in India.
- ⇒ The challenge, thus, lies in not just formulating the right policies by the government but also in its implementation by developing suitable collaboration between all stakeholders and coordination across all levels (XIIth FYP, 2012).

6.4 MAJOR RECOMMENDATIONS

Based on the findings summarized and presented above, some major recommendations for the developing sustainable tourism in India can be enumerated as follows:

- ⇒ One of the key areas of intervention for the development of sustainable tourism in India, as highlighted in the conclusions above, is the socio-cultural dimension. While the government has initiated several social programs and campaigns like Incredible India, Atithi Devo Bhava, Hunar se Rozgar tak etc, a lot more needs to be done to further improve the competitive ranking of the country with respect to social indicators. Some of the ways in which this can be addressed are as follows:
- o Government should address the implementation gap with respect to preservation of cultural heritage, as indicated in the empirical survey results. While the guidelines for sustainable management practices provide for criteria and indicators for preservation of cultural heritage for the Tour Operators, they are not adequately implemented, and hence do not contribute significantly to actual sustainable tourism development in the country.
 - o A stronger mechanism of compliance with sustainable practices, along with a more attractive set of incentives for complying organizations, need to be put in place. For this a greater coordination with service providers is required. Workshops should be organized in collaboration with associations Indian Tour Operator Associations and other NGOs to sensitize these organizations to the need for it and encourage voluntary compliance.
 - o Given the policy gap highlighted in the empirical survey results, with respect to Community participation and development, Ministry of Tourism should develop a roadmap to engage with local community and incorporate it as an important criterion in the sustainable management practices for the Tour Operators, in specific and other stakeholders in general.
 - o Tour Operators and other service providers, should not just plan for passing on economic benefits to the local community, but should directly involve and engage them in offering tourism services. They can collaborate with the local community

for offering eco-friendly village home stay experiences to the tourists, as in other developed countries.

- Government should encourage local NGOs directly venturing into sustainable travel making businesses, as in the case of Rajasthan based Hakra-Dhani, and handhold them for integrating sustainable practices in their offerings.
- Amenities available at different tourist locations and need to be upgraded. These include basic amenities such as drinking water, well maintained and clean waiting rooms and toilets, first aid and roadside amenities (to meet the requirement of the tourists travelling to tourist destinations) such as lounge, cafeteria, and parking facilities, among others.
- Availability of skilled manpower is a major challenge faced by the travel and tourism industry, one of the largest employment creators in India creating a demand-supply mismatch. A study conducted by Ministry of Tourism suggests that existing supply of human resources do not cater to even 40% of the demand, resulting in the recruitment of untrained resources, which adversely affect quality of services offered to the tourists. Attrition, shortage of tourism training infrastructure, qualified trainers, and lack of proper strategies and plans for human resource development also affect sustainability of tourism Industry, and hence, needs to be addressed at the earliest. Training and skill certification programs like Hunar se Rozgar tak need to be broadened and strengthened.

⇒ Despite being traditionally associated with and a strong predictor of sustainable tourism, economic sustainability of the tourism sector, requires strong policy directions and strategies to compete at the global level. Some major suggestions for enhancing economic sustainability may be listed as follows:

- Focus on developing sustainable infrastructure, in general, and tourism infrastructure in specific, is an important way forward. This micro economic variable of sustainable tourism, if adequately addressed, is expected to have a multiplier effect on not just other economic variables like employment generation and benefits to local people, it will have positive impact on environmental factors (reduction in pollution) and socio-cultural factors like preservation of cultural

heritage monuments etc. All this would result in enhanced image and ranking of the country, thereby increasing its overall sustainable tourism competitiveness.

- Development of sustainable infrastructure would, however, require stricter laws and its enforcement for the transport sector, accommodation units and above all the Tour Operators to integrate sustainable practices as operating environmental friendly vehicles, construction of green buildings, use of renewable energy sources etc. This however will require compulsory compliance to the standards and criteria of sustainability in tourism practices laid down by the Ministry of Tourism, which at the moment is voluntary in nature.
 - Providing access to good quality roads, better ICT (Information and Communication Technology) infrastructure, increase in hotel rooms per capita, and higher ATM penetration are some of the areas requiring immediate attention and action on the part of the stakeholders, especially the government and service providers.
 - While government is strategizing to pass on the cash and non-cash benefits to the local community in various tourist destinations (XII Plan), Tour Operators can play a key role in providing employment opportunities, encouraging local heritage art and craft and collaborate closely with local entrepreneurs in the tourism supply chain.
 - To compete at the global level, increase in the share of tourist arrivals and tourism receipts, need to be consistently emphasized by strategizing for increased footfalls. While the ongoing government has addressed the procedural bottleneck by introducing Electronic Visa on arrival for 43 countries (Budget 2014-15), it should further extend this facility to other countries as well.
 - The issue of security is also being addressed by the government by undertaking several hard and soft measures. One such welcome step announced recently is a 24*7 toll free helpline number for foreign tourists. This, however, will be effective only in the urban areas with proper ICT infrastructure. Hence, this reiterates the required importance of addressing the infrastructural concerns.
- ⇒ Often referred to as green tourism and eco-tourism earlier, sustainable tourism is largely perceived to be synonymous with environmental sustainability. However, despite

exhibiting strong relationship with sustainable tourism development, the variables of environmental sustainability of tourism activities have a far way to go in India. Some of the recommendations in this regard may be listed as follows:

- Government is required to enforce the environmental legislations in a much more serious manner, as India has been ranked very poorly on this front. Be it vehicle emission norms, carbon footprints, or waste disposal all stakeholders involved should abide by the regulatory norms.
- Use of clean energy or renewable energy sources should be promoted. Use of solar panels, wind based or waste based energy system should be encouraged especially in the remote areas.
- Proper accounting of resource use, for both water and electricity, should be encouraged as a part of the sustainable management practices by the involved organizations.
- Use of incentives and collaboration with the local community to pass on the benefits of conservation is the key to effective implementation, which is often left unaccounted for.

⇒ The degree of service offered by various stakeholders has a significant impact on determining the tourist's overall experience of India as a tourist target. The government has taken advantages to promote responsible tourism by sensitizing key stakeholders of the tourism industry through training and orientation, to grow a sense of responsibility towards tourists and inspire confidence of foreign tourists in India as a desired destination. More such efforts are required to improve the degree of service across different operators.

⇒ Lack of satisfactory budgetary support for promotion and marketing, compared with competing tourist destinations, is a major reason for India lagging behind as a tourist destination. Marketing under the "Incredible India" campaign helped place India as a good tourist target on the global tourism map. Indian tourism products are promoted mainly by the Ministry of Tourism with the involvement of state governments through the State Tourism Development Organizations. Newer tourism concepts, which include cruise tourism, adventure tourism, agro tourism or rural tourism, are developing in India and these require support to develop and flourish. Henceforth, greater marketing push for

these different products is required. To remain competitive in the fiercely competitive field, India needs to change its traditional marketing approach to a more competitive and modern approach.

⇒ The sensitization of local people towards tourists, though addressed by the social campaign on 'Atithi Devo Bhava', needs to be revived and continued on a larger scale, given the high level of dissatisfaction of tourists with the behavior of the local people .

6.5 IMPLICATIONS FOR KEY STAKEHOLDERS

Based on the findings of the descriptive analysis of the role of stakeholders as well as the other findings from the empirical survey and TISM analysis, the implications of the findings of the research for the key stakeholders may be highlighted as follows:

6.5.1 Implications for the Government

Policy makers of the tourism sector, especially in the developing countries, are grappling with the stupendous challenge of integrating sustainability with tourism activities. While government in India has been performing its primary function of formulating policies and regulations, a wider role is required to enforce the laws and implement the policies and programs. A key function of the Government is to create an environment that enables or influences the private sector to operate more sustainably, and influence patterns of visitor flows and behavior to optimize the impact of tourism.

For the implementation of policies and strategies, government is expected to play the role of a mentor and guide, developing formal and informal links between all stakeholders and coordinating across all levels of government. This, however, poses challenges which are further magnified in the context of a federal structure where the responsibilities for policy making and implementation is fragmented across levels of government and coordination between them is often lacking. The validated research framework proposed in the study may act as a guide for the policy makers to assess the policy and implementation gaps and address them.

6.5.2 Implications for the Tour Operators/ Service Providers

Tour operators, being the key stakeholder in the tourism supply chain, are in a unique position to contribute to the development of sustainable tourism in the country. Since they were the

respondents of the empirical survey, the validated framework has direct implications for them. Though each of the above discussed suggestions has implication for tour operators, the key implication for them is to address those areas of concern where there are implementation gaps. Some of the micro variables like benefits to local community (economic), reducing pollution (environmental), and preserving cultural heritage (socio-cultural) which emerged as significant predictors of sustainable management practices but do not contribute significantly to the extent of sustainable tourism development, highlight the gap in implementing these aspects of sustainability.

Further, tour operators can harness the potential of the local community by playing a more proactive role and by collaborating with the government in doing so. In fact, being in direct contact with almost all key stakeholders of sustainable tourism, they are capable of playing a much more critical role, than they are at the moment. One important step in the direction is to bring in all the unrecognized private players in this segment, which are sizable in number and yet out of ambit of government control.

6.5.3 Implications for the NGOs

As indicated in the analysis of the stakeholder's role in sustainable tourism in India, NGOs are playing an important role in the promotion of ecotourism practices, through positive interaction with the local communities, the private sector and the government. There are, however, some other significant roles that they can assume in promoting sustainable tourism further.

- ⇒ NGOs can be involved educating tourists', so that they can change their consumption patterns and adopt an appropriate, environmentally and socially acceptable conduct in the destinations.
- ⇒ NGOs can promote research on the impacts of tourism, the adoption of sustainable tourism criteria and the possibilities for their implementation;
- ⇒ NGOs can monitor tourism development in different areas, tourism industry actions as well as the residents' reaction to tourism development.

The role of a neutral collaborator with other stakeholders, especially state, is indeed the most critical one that could harness the potential of the community participation and development in promoting sustainable tourism. The role of NGOs as tourist's educators and as keen monitor of tourism development in different areas can be leveraged for better sustainability outcomes.

6.5.4 Implications for the Local Community

The results of the empirical survey reiterated that it is critical to engage and empower local communities in the sustainable development of tourism, a fundamental principle highlighted by the United Nations (UNWTO, 2005). While policy makers in India have strategized to pass on the economic benefits of the tourism sector to the local community and are able to do so to some extent, the role of local community as a driver of socio-cultural, environmental and economic sustainability of tourism sector is yet to be exploited.

Thus, the major implication for local community is that they can be trained and groomed to take on the responsibility of promoting sustainable tourism at the local level. Engaging and empowering them to take informed decisions regarding the future of sustainable tourism at their destinations, should be steered by the state along with other stakeholders. Their role can be harnessed in preserving cultural heritage, conservation of resources, reduction of pollution and employment generation through tourism activities, thus, contributing substantially to the development of sustainable tourism in the country.

6.5.5 Implications for the Tourists

Tourists, the end user of tourism services have a very crucial role in the domain of sustainable tourism. Descriptive analysis of published data and reports reveal that tourists in India have been largely playing a reactive (indirect) role in sustainable tourism development. Ministry of Tourism, of Indian government sponsors survey on a regular basis for different states, to get the feedback of tourists regarding various parameters of tourism services.

While tourist's feedback and suggestions indicated the service gap and in strategizing for better and sustainable services in future, tourists can play a more proactive and direct role as well. Besides highlighting the mismatch in tourism services, tourists can engage in sustainable practices themselves like changing consumption patterns and adopting an appropriate, environmentally and socially acceptable conduct in the destinations.

6.6 KEY RESEARCH CONTRIBUTIONS

Some of the significant contributions of the research under consideration can be enumerated as follows:

- ⇒ The findings of the research strengthen the basic premise of the research that the triple bottom line of sustainability i.e. Economic, Environmental and Socio-Cultural Factors are significant predictors of sustainable tourism development.
- ⇒ The validated macro / micro model, as derived from the findings of the study are significant for all the stakeholders of the sustainable tourism domain. Further, the attempt to use a mix of qualitative and quantitative methodology is a significant contribution triangulating the research outcomes, as presented in the synthesis section.
- ⇒ Use of innovative tool like Total Interpretive Structural Modeling (TISM) – based on experts' inputs, provided qualitative insights about the inter-relationship among variables, which has key implications for both policy makers as well as service providers. Further, such methodological contributions may benefit researchers in the academia in future.
- ⇒ Finally, the research attempts to make modest addition to the body of knowledge related to Stakeholder Theory, besides an empirically validated framework for sustainable tourism development.

6.7 LIMITATIONS OF THE STUDY

The present study suffers from certain limitations, which may be enumerated as follows:

- ⇒ Since sustainable tourism is an emerging area in India, availability of published data and information related to it was quite limited.
- ⇒ For the part of the study which is based on secondary data, there is no suitable measure to judge their reliability. Subjectivity in analysis cannot be ruled out.
- ⇒ Qualitative analysis based on expert inputs may bring in some personal biases.
- ⇒ Given the time and cost constraints, the empirical survey is confined to one stakeholder segment i.e. Tour Operators.
- ⇒ The results of the empirical survey based on the opinion of the tour operators may suffer from usual response bias and the limitations of a sample based study.

- ⇒ Further due to lack of available record, the unrecognized segment of Tour Operators could not be considered.

6.8 DIRECTIONS FOR FUTURE RESEARCH

Finally the suggestions for future research in the area can be enumerated as follows:

- ⇒ The validated model of the sustainable tourism development can be tested for other stakeholders like accommodation units, transport sector, and local community, as well as for other developing countries context.
- ⇒ Since Socio-Cultural dimension has emerged as the significant but under-developed dimension, future studies may explore this dimension in depth focusing on the potential of community participation. In fact, separate in depth studies can be conducted for economic and environmental dimensions as well.
- ⇒ Role of other stakeholders like NGO's, other civil society organizations as well as tourists, may be distinctly analyzed for deeper insights.
- ⇒ Specific cases of Tour Operator Organizations may be undertaken to apply these research results and measure the impact of the models.
- ⇒ Since, the proposed model has been derived from the basic sustainable development concept; it can be tested for sectors other than tourism by adapting the variables for the context used.

6.9 CHAPTER SUMMARY

It may be recalled that the key objective of this research journey was to evolve a validated framework for sustainable tourism development in India. For this the preliminary phase of the study concentrated on the identification, validation and deeper understanding of the research variables and their relationships as discussed in chapter 2 and 3.

Chapter 4 presented a descriptive analysis of the status of sustainable tourism in India and the role of key stakeholders were also analyzed based on published data, reports and journals. Also, a qualitative study based on expert inputs using TISM tool, analyzed the inter-relationship among the variables identified from the literature, and presented in the last section of chapter 4. The subsequent chapter 5 was devoted to report the analysis and findings of the empirical survey

of the Tour Operators envisaged for the study. Chapter 6 summarized the major findings and synthesized the learning of the study from across different methods used, followed by the recommendations and implications of this research for its stakeholders. Finally, the significant contributions of the research, its limitations and suggestions for future research is also laid down paving way for further valuable additions in the field.

Thus, in the end, this research work can at best be considered a step forward in laying the foundations for a more tangible contribution to the domain of sustainable tourism and stakeholders' analysis.

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APPENDIX I

India's Ranking in World Travel & Tourism Competitiveness

(Source: Adapted from World Travel & Tourism Competitiveness Report 2013)

S.No	Key indicators	
1	Population (millions), 2011	1,250.2
2	Surface area (1,000 square kilometers), 2011	3,287.3
3	Gross domestic product (current US\$ billions), 2011	1,826.8
4	Gross domestic product (current PPP, \$) per capita, 2011	3,662.7
5	Real GDP growth (percent), 2011	6.8
6	Environmental Performance Index 2012, rank (out of 132 economies), 2011	125

S.No	Travel & Tourism indicators	Absolute value	Percent of total	T&T industry GDP growth forecast Percent of total (2013–2022)
T&T industry, 2012 estimates				
1	T&T industry GDP (US\$ millions)	38,947.6	1.9	7.7
2	T&T industry employment (1,000 jobs)	25,733.7	5.0	1.6
T&T economy, 2012 estimates				
1	T&T economy GDP (US\$ millions)	129,838	6.5	7.8
2	T&T economy employment (1,000 jobs)	40,451	7.9	1.7
S.No	The Travel & Tourism Competitiveness		Rank(out of 140)	Score (1–7)
1	2013 Travel & Tourism Competitiveness Index		65	4.1
2	2011 Travel & Tourism Competitiveness Index		68	4.1
3	T&T regulatory framework		110	3.9
4	Environmental sustainability		107	4.2
5	Safety and security		74	4.7
6	Health and hygiene		109	3.0
7	Air transport infrastructure		39	4.2
8	Tourism infrastructure		95	2.6
9	T&T human, cultural, and natural resources		21	4.7
10	Human resources		96	4.6
11	Natural resources		9	5.4
12	Cultural resources		24	4.7

S. No	Policy rules and regulations	Rank(out of 140)	Score (1-7)
1	Policy rules and regulations	125	3.7
2	Property rights	60	4.4
3	Visa requirements, no. of countries	132	---
4	Cost to start a business, % GNI/capita*	120	49.8
S. No	Environmental sustainability	Rank(out of 140)	Score (1-7)
1	Environmental sustainability	107	4.2
2	Sustainability of T&T industry development	86	4.1
3	Carbon dioxide emission, million tons/capita*	47	1.5
S. No	Safety and security	Rank(out of 140)	Score (1-7)
1	Safety and security	74	4.7
2	Business costs of crime and violence	62	5.0
3	Reliability of police services	69	4.3
4	Road traffic accidents/100,000 pop.*	74	16.8
S. No	Health and hygiene	Rank(out of 140)	Score (1-7)
1	Health and hygiene	109	3.0
2	Access to improved drinking water, % pop.*	97	0.7
3	Hospital-beds/10,000 pop.*	116	9.0
S. No	Prioritization of Travel & Tourism	Rank(out of 140)	Score (1-7)
1	Prioritization of Travel & Tourism	98	4.0
2	Government prioritization of the T&T industry	101	4.8
3	T&T gov't expenditure, % gov't budget*	130	1.0
4	Effectiveness of marketing to attract tourists	72	4.4
S. No	Air transport infrastructure	Rank(out of 140)	Score (1-7)
1	Air transport infrastructure	39	4.2
2	Quality of air transport infrastructure	68	4.7
3	Airline seat kms/week, dom., millions*	7	1,362.2
4	Airline seat kms/week, int'l, millions*	14	1,794.8
5	No. of operating airlines*	15	84.5
6	International air transport network	52	5.2
S. No	Ground transport infrastructure	Rank(out of 140)	Score (1-7)
1	Ground transport infrastructure	42	4.4
2	Quality of roads	85	3.5
3	Quality of railroad infrastructure	27	4.4
4	Quality of port infrastructure	52	4.6
5	Road density/million pop.*	30	125.0
S. No	Tourism infrastructure	Rank(out of 140)	Score (1-7)

1	Tourism infrastructure	95	2.6
2	Hotel rooms/100 pop.*	136	0.0
3	ATMs accepting Visa cards/million pop.*	98	72.1
4	Presence of major car rental co	66	5
S. No	ICT infrastructure	Rank(out of 140)	Score (1–7)
1	ICT infrastructure	111	2.1
2	Individuals using the Internet, %*	118	10.1
3	Fixed telephone lines/100 pop.*	101	1.1
4	Mobile telephone subscriptions/100 pop.*	103	1.9
S. No	Price competitiveness in T&T ind	Rank(out of 140)	Score (1–7)
1	Price competitiveness in T&T ind	20	5.1
2	Ticket taxes and airport charges (0–100)*	27	88.3
3	Fuel price, US\$ cents/liter*	32	82.0
4	Extent and effect of taxation	42	3.8
5	Hotel price index, US\$*	77	143.2
S. No	Human resources	Rank(out of 140)	Score (1–7)
1	Human resources	96	4.6
2	Primary education enrollment, net %*	84	92.1
3	Secondary education enrollment, gross %*	106	63.2
4	Quality of the educational system	34	4.4
5	Local availability specialized research & training	59	4.3
6	Availability of qualified labor	116	3.5
7	Life expectancy, years*	108	65.5
S. No	Affinity for Travel & Tourism	Rank(out of 140)	Score (1–7)
1	Affinity for Travel & Tourism	111	4.3
2	Tourism openness, % of GDP*	120	1.7
3	Attitude of population toward foreign visitors	104	5.9
S. No	Natural resources	Rank(out of 140)	Score (1–7)
1	Natural resources	9	5.4
2	No. of World Heritage natural sites*	7	6
3	Quality of the natural environment	86	4.1
4	Total known species*	10	1,846
5	Marine protected areas, %*	80	0.1
S. No	Cultural resources	Rank(out of 140)	Score (1–7)
1	Cultural resources	24	4.7
2	No. of World Heritage cultural sites*	8	31

APPENDIX-II

Annexures Related to TISM

Annexure (a)- List of Experts for TISM Inputs

S. No	Category of Experts	Number (Total - 10)	Profile of the Experts
1	Academicians/ Researchers/Consultants	4	Include consultants, researchers, and professors-who are either specialists in Tourism
2	Experts from the Industry	3	Experts from industry-especially Tourism offices. Technical directors in Inbound and Out bound Tourism package designer
3	Representatives from the government	3	Representatives from the government involved in planning and implementing a variety of Tourism Industry.
-	Total	10	

Annexure (b)- Template for TISM Inputs from Experts

Please indicate your response to the relationship between the pair of 'Factors affecting STD in India' in general, as given below, by writing 'Y' for 'Yes' and 'N' for 'No' and also cite the reason for the same, in brief.

S. No	List of Factors affecting Sustainable Tourism
S1	Sustainable Tourism Development in India
S2	Sustainable Management Practices
S3	Development of Sustainable Infrastructure
S4	Generation of Employment Opportunity
S5	Benefit to Local Community
S6	Reduction in Pollution
S7	Conservation of Resources
S8	Preserving Cultural Heritage
S9	Community Participation and Development

S. No	Element No.	Paired Comparison of STD Factors	Y/N	In what Way a STD Factor will influence/enhance other STD Factor? Give reason in brief
S1- Extent of Sustainable Tourism Development in India				
1	S1-S2	Sustainable Tourism Development in India will influence or enhance Sustainable Management Practices	N	It's the other way round

2	S2-S1	Sustainable Management Practices will influence or enhance Sustainable Tourism Development in India	Y	Adoption of SM system is an important pre-requisite for STD
3	S1-S3	Sustainable Tourism Development in India will influence or enhance Development of Sustainable Infrastructure	N	It's the other way round
3	S3-S1	Development of Sustainable Infrastructure will influence or enhance Sustainable Tourism Development in India	Y	
4	S1-S4	Sustainable Tourism Development in India will influence or enhance Generation of Employment Opportunity	N	It's the other way round
5	S4-S1	Employment Opportunity will influence or enhance Sustainable Tourism Development in India	Y	
6	S1-S5	Sustainable Tourism Development in India will influence or enhance Benefit to Local Community	N	It's the other way round
7	S5-S1	Benefit to Local Community will influence or enhance Sustainable Tourism Development in India	Y	
8	S1-S6	Sustainable Tourism Development in India will influence or enhance Reduction in Pollution	N	It's the other way round
9	S6-S1	Reduction in Pollution will influence or enhance Sustainable Tourism Development in India	Y	
10	S1-S7	Sustainable Tourism Development in India will influence or enhance Conservation of Resources	N	
11	S7-S1	Conservation of Resources will influence or enhance Sustainable	Y	

		Tourism Development in India		
1 2	S1-S8	Sustainable Tourism Development in India will influence or enhance Preserving Cultural Heritage	N	
1 3	S8-S1	Preserving Cultural Heritage Resources will influence or enhance Sustainable Tourism Development in India	Y	
	S1-S9	Sustainable Tourism Development in India will influence or enhance Community Participation and Development Resources	N	
1 5	S9-S1	Community Participation and Development Resources will influence or enhance Sustainable Tourism Development in India	Y	
1 6				
S2-Sustainable Management Practices				
1 7	S2-S3	Sustainable Management System will influence or enhance Development of Sustainable Infrastructure	N	
1 8	S3-S2	Development of Sustainable Infrastructure Practices will influence or enhance Sustainable Management Practices	Y	
1 9	S2-S4	Sustainable Management Practices will influence or enhance Generation of Employment Opportunity	N	
2 0	S4-S2	Generation of Employment Opportunity will influence or enhance Sustainable Management Practices	Y	
2 1	S2-S5	Sustainable Management Practices will influence or enhance Benefit to	N	

		Local Community		
2 2	S5-S2	Benefit to Local Community will influence or enhance Sustainable Management Practices	Y	
2 3	S2-S6	Sustainable Management Practices Community will influence or enhance Reduction in Pollution	N	
2 4	S6-S2	Reduction in Pollution Community will influence or enhance Sustainable Management Practices	Y	
2 5	S2-S7	Sustainable Management Practices will influence or enhance Conservation of Resources	N	
2 6	S7-S2	Conservation of Resources will influence or enhance Sustainable Management Practices	Y	
2 7	S2-S8	Sustainable Management Practices will influence or enhance Preserving Cultural Heritage	N	
2 8	S8-S2	Preserving Cultural Heritage will influence or enhance Sustainable Management Practices	Y	
2 9	S2-S9	Sustainable Management Practices will influence or enhance Community Participation and Development	N	
3 0	S9-S2	Community Participation and Development will influence or enhance Sustainable Management Practices	Y	
S3- Development of Sustainable Infrastructure				
3 1	S3-S4	Development of Sustainable Infrastructure will influence or enhance Generation of Employment Opportunity	Y	

3 2	S4-S3	Generation of Employment Opportunity will influence or enhance Development of Sustainable Infrastructure	N	
3 3	S3-S5	Development of Sustainable Infrastructure will influence or enhance Benefit to Local Community	Y	
3 4	S5-S3	Benefit to Local Community will influence or enhance Development of Sustainable Infrastructure	N	
3 5	S3-S6	Development of Sustainable Infrastructure will influence or enhance Reduction in Pollution	Y	
3 6	S6-S3	Reduction in Pollution will influence or enhance Development of Sustainable Infrastructure	N	
3 7	S3-S7	Development of Sustainable Infrastructure will influence or enhance Conservation of Resources	Y	
3 8	S7-S3	Conservation of Resources will influence or enhance Development of Sustainable Infrastructure	N	
3 9	S3-S8	Development of Sustainable Infrastructure will influence or enhance Preserving Cultural Heritage	Y	
4 0	S8-S3	Preserving Cultural Heritage will influence or enhance Development of Sustainable Infrastructure	Y	
4 1	S3-S9	Development of Sustainable Infrastructure will influence or enhance Community Participation and Development	Y	
4 2	S9-S3	Community Participation and Development will influence or enhance	Y	

		Development of Sustainable Infrastructure		
S4- Generation of Employment Opportunity				
4 3	S4-S5	Generation of Employment Opportunity will influence or enhance Benefit to Local Community	Y	
4 4	S5-S4	Benefit to Local Community will influence or enhance Generation of Employment Opportunity	N	
4 5	S4-S6	Generation of Employment Opportunity will influence or enhance Reduction in Pollution	N	
4 6	S6-S4	Reduction in Pollution will influence or enhance Generation of Employment Opportunity	N	
4 7	S4-S7	Generation of Employment Opportunity will influence or enhance Conservation of Resources	N	
4 8	S7-S4	Conservation of Resources will influence or enhance Generation of Employment Opportunity	Y	
4 9	S4-S8	Generation of Employment Opportunity will influence or enhance Preserving Cultural Heritage	N	
5 0	S8-S4	Preserving Cultural Heritage will influence or enhance Generation of Employment	Y	



		Opportunity		
5 1	S4-S9	Generation of Employment Opportunity will influence or enhance Community Participation and Development	Y	
5 2	S9-S4	Community Participation and Development will influence or enhance Generation of Generation of Employment Opportunity	N	
S5- Benefit to Local Community				
5 2	S5-S6	Benefit to Local Community will influence or enhance Reduction in Pollution	N	
5 3	S6-S5	Reduction in Pollution will influence or enhance Benefit to Local Community	Y	
5 4	S5-S7	Benefit to Local Community will influence or enhance Conservation of Resources	N	
5 5	S7-S5	Conservation of Resources will influence or enhance Benefit to Local Community	Y	
5 6	S5-S8	Benefit to Local Community will influence or enhance Preserving Cultural Heritage	N	
5 7	S8-S5	Preserving Cultural Heritage will influence or enhance Benefit to Local Community	Y	
5 8	S5-S9	Benefit to Local Community will influence or enhance Community Participation and Development	N	

59	S9-S5	Community Participation and Development will influence or enhance Benefit to Local Community	Y	
S6- Reduction in Pollution				
60	S6-S7	Reduction in Pollution will influence or enhance Conservation of Resources	Y	
61	S7-S6	Conservation of Resources will influence or enhance Reduction in Pollution	Y	
62	S6-S8	Reduction in Pollution will influence or enhance Preserving Cultural Heritage	Y	
63	S8-S6	Preserving Cultural Heritage will influence or enhance Reduction in Pollution	Y	
64	S6-S9	Reduction in Pollution will influence or enhance Community Participation and Development	N	
65	S9-S6	Community Participation and Development will influence or enhance Reduction in Pollution	Y	
S7- Conservation of Resources				
66	S7-S8	Conservation of Resources will influence or enhance Preserving Cultural Heritage	Y	
67	S8-S7	Preserving Cultural Heritage will influence or enhance Conservation of Resources	Y	
68	S7-S9	Conservation of Resources will influence or enhance Community Participation and Development	N	
69	S9-S7	Community Participation and Development will influence or enhance Conservation of	Y	

		Resources		
S8- Preserving Cultural Heritage				
70	S8-S9	Preserving Cultural Heritage will influence or enhance Community Participation and Development	Y	
71	S9-S8	Community Participation and Development will influence or enhance Preserving Cultural Heritage	Y	

Annexure (c)- Direct Interaction Matrix (Binary Matrix)

	S1	S2	S3	S4	S5	S6	S7	S8	S9
S1	-	1	0	0	0	0	0	0	0
S2	1	-	0	0	0	0	0	0	0
S3	0	0	-	1	0	1	0	1	1
S4	1	0	0	-	1	0	0	0	0
S5	1	0	0	0	-	0	0	0	0
S6	1	0	0	1	1	-	1	1	0
S7	0	0	0	0	1	1	-	0	0
S8	0	0	1	1	0	1	0	-	1
S9	1	0	1	0	0	1	1	1	-

	Direct link
	Significant Transitive link

Annexure-d- Direct Interaction Matrix (Interpretive Matrix)

S1	S2	S3	S4	S5	S6	S7	S8	S9
-	Re-enforces sustainable practices in tourism sector	-	-	-	-	-	-	-
System for Sustainable management of tourism sector will lead to STD-	-	-	-	-	-	-	-	-
Lead to Sustainable Development in tourism sector	-	-	Will generate Employment opportunities	-	Result in pollution Reduction	-	Extent of SI affects PCH	Extent of SI affects PCH
Increased EOP will lead to STD	-	-	-	Increased EOP will benefit local community	-	-	-	-
Economic Benefits to locals will promote sustainable tourism	-	-	-	-	-	-	-	-
Less pollution leads to environmental	-	-	Need for RP drives EOP in Clean Energy sector	Enhances safety & wellbeing of the local	-	Less Pollution better	-	-

S7	Less use of resources will result in availability of resources for long run							sustainable Tourism sector
S8	0	-	-	-	-	Drives SI	Reduces pollution	CPD
S9	Community participation will sustain tourism growth	-	-	-	-	Facilitates sustainable infrastructure	Awareness Facilitates conservation	Facilitates preservation

APPENDIX III

QUESTIONNAIRE APPRAISAL FORM

EXPERT'S PROFILE

Name of the Appraiser/Expert _____

Organization _____

Designation _____ Contact details (optional)

Number of years of experience _____

Explanation of the Item Evaluation Dimension

- READING: Determine if it is difficult for the interviewers to read the question uniformly to all respondents.
- INSTRUCTIONS: Look for problems with any introductions, instructions, or explanations from the respondent's point of view.
- CLARITY: Identify problems related to communicating the *intent* or meaning of the question to the respondent.
- ASSUMPTIONS: Determine if there are problems with assumptions made or the underlying logic.
- KNOWLEDGE/MEMORY: Check whether respondents are likely to *not* know or have trouble remembering information.
- SENSITIVITY/BIAS: Assess questions for sensitive nature or wording, and for bias.
- RESPONSE CATEGORIES: Assess the adequacy of the range of responses to be recorded.

For detailed feedback, please use the space provided in the end.

S. No	Description	Reading	Instruction	Clarity	Assumption	Sensitivity/Bias	Response Categories	Knowledge	Problematic
1	Your Organization has implemented a long – term Sustainability Management System that considers environmental, socio-cultural, quality, health and safety issues.								
2	Your Organization is in compliance with all relevant national legislation and regulations.								
3	Your Organization check regularly by the Ministry of Tourism								
Economic Dimension									
4	Local residents are employed, including in management positions, wherever feasible.								
5	Local and fair trade services and goods, particularly from MSMEs are purchased by organization where available.								
6	Indian Accommodation is satisfied.								
7	Your Organization provides equal opportunities in recruitment and career growth to all segments of society irrespective of caste creed religion ethnicity and gender.								
8	All employees including contractual labor are treated in accordance with national legislation and are paid a fair wage.								
9	Indian Restaurants is satisfied .								
10	Facilities selected comply with land usage and protected or heritage area requirements.								
11	Information about the natural surroundings, customs, local culture and cultural heritage is provided to visitors.								
Environmental Dimension									
12	Purchasing policy favors environmentally responsible and eco-friendly products for building materials, capital goods, food and consumables								
13	The purchase of disposable and consumer goods is measured and the organization actively seeks ways to reduce their use.								
14	Energy consumption is measured and attempt is made to decrease overall consumption, while encouraging the use of renewable energy.								
15	Water consumption should be measured sources indicated and measures to decrease overall consumption should be adopted.								
16	Natural Sources can absorb Tourists.								
17	Your Organization implements plans to identify greenhouse gas emission under its control and activate measures to offset it.								
18	Wastewater including gray water is treated effectively and reused where possible.								
19	A solid waste management plan is implemented with quantitative goals to minimize waste that is non-biodegradable, not reused or recycled.								
Socio-Cultural Dimension									
20	Your Organization actively supports initiatives for social and community participation and development including among others, infrastructure, education, health, and sanitation.								
21	A code of behavior for activities in local communities has been developed with the consent of and in collaboration with the community.								
22	The activities of the organization do not jeopardize the provision of basic services such as water, energy, or sanitation to neighboring communities.								
23	Ethnic Food can be attractive								
24	Historical and archaeological artifacts are not sold traded or displayed, except as permitted by law.								

APPENDIX-IV
QUESTIONNAIRE

Dear Respondent

A research study titled “*Sustainable Tourism Development: A Stakeholder Analysis with special references to Tour Operators in India*” is undertaken as a part of an ongoing doctoral research at the Department of Business Administration, AMU-Aligarh. For this, a questionnaire designed to understand the perception of Tour Operators towards various dimensions of sustainable tourism, is attached herewith for your valuable inputs.

Your candid response to the statements below would be highly appreciated. All the responses will be kept strictly confidential and only the aggregate responses shall be used for academic purposes.

Thank you for sparing your valuable time

Ali Mamhoori
Research Scholar
(Mob: 09910616711). E-mail: alimamhoori@gmail.com

SECTION-I

RESPONDENT'S PROFILE

Name of the respondent (optional) _____

Organization _____

Designation _____ Contact details (optional) _____

Number of years of experience _____

ORGANIZATION'S PROFILE

- Nature of Business:

(A) Inbound Tour Operators (B) Domestic Tour Operators (C) Domestic and Inbound Tour Operators

- Please indicate your Company's annual turnover in Rs. For year 2013-14:

(A) Less than 1 Cr. [] (B) 1 to 3 Cr. [] (C) 4 to 7 Cr. [] (D) more than 8 Cr. []

- Please indicate the approximate trend of profits during the past 3-years:

(A) 11 to 15 % per year [] (B) 5 to 10 % per year [] (C) less than 5% per year []
(D) greater than 15% per year []

- Please indicate the number of employees in your organization:

(A) 5 to 10 [] (B) 11 to 15 [] (C) 16 to 20 (D) more than 21

SECTION-II

Please indicate the extent to which you agree or disagree with the following statements, in the context of your organization, by putting a cross (X) mark against any ONE of the alternatives given below.

S. No	Description	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
1	Your Organization has implemented a long – term Sustainability Management System that considers environmental, socio-cultural, quality, health and safety issues.					
2	Your Organization is in compliance with all relevant national legislation and regulations.					
3	Customer satisfaction is measured and corrective action is taken, where appropriate.					
Economic Dimension						
4	Local residents are employed, including in management positions, wherever feasible.					
5	Local and fair trade services and goods, particularly from MSMEs are purchased by organization where available.					
6	Your Organization encourages the means for local small entrepreneurs to develop and sell sustainable products that are based on the area's nature, history and culture (including food and drink crafts performance arts, agricultural products).					
7	Your Organization provides equal opportunities in recruitment and career growth to all segments of society irrespective of caste creed religion ethnicity and gender.					
8	All employees including contractual labor are treated in accordance with national legislation and are paid a fair wage.					

9	Facilities selected provide access and facilities for persons with special needs in accordance with principles of universal design.					
10	Facilities selected comply with land usage and protected or heritage area requirements.					
11	Information about the natural surroundings, customs, local culture and cultural heritage is provided to visitors.					
Environmental Dimension						
12	Purchasing policy favors environmentally responsible and eco-friendly products for building materials, capital goods, food and consumables.					
13	The purchase of disposable and consumer goods is measured and the organization actively seeks ways to reduce their use.					
14	Energy consumption is measured and attempt is made to decrease overall consumption, while encouraging the use of renewable energy.					
15	Water consumption should be measured sources indicated and measures to decrease overall consumption should be adopted.					
16	Your Organization practices/ should practice rainwater harvesting wherever water tables have been receding.					
17	Your Organization implements plans to identify greenhouse gas emission under its control and activate measures to offset it.					
18	Wastewater including gray water is treated effectively and reused where possible.					
19	A solid waste management plan is implemented with quantitative goals to minimize waste that is non-biodegradable, not reused or recycled.					
Socio-Cultural Dimension						
20	Your Organization actively supports initiatives for social and community participation and development including among others, infrastructure, education, health, and sanitation.					
21	A code of behavior for activities in local communities has been developed with the consent of and in collaboration with the community.					
22	The activities of the organization do not jeopardize the provision of basic services such as water, energy, or sanitation to neighboring communities.					
23	Your Organization follows established guidelines or a code of behavior at culturally, ecologically or historically sensitive sites in order to maximize visitor satisfaction.					
24	Historical and archaeological artifacts are not sold traded or displayed, except as permitted by law.					
25	Your Organization contributes to the protection of local historical archaeological culturally and spiritually important properties and sites.					
26	The intellectual property rights of local communities is/will be respected whenever the organization uses elements of local art and tradition architecture or cultural heritage in its operations design, decoration, food or shops.					
Extent of Sustainable Tourism Development						
With the implementation of sustainability practices in offering tourism related services by Tour Operators, there has been a substantial increase in						
i	Economic benefits to the local community					
ii	Employment opportunities for the local residents of tourists destinations					
iii	Sustainable design and construction of infrastructural facilities for tourists					
iv	Conservation of natural resources by minimizing the consumption and waste					
v	Environmentally friendly practices that lead to reduction in pollution					
vi	Efforts to conserve diversity and ecosystem					
vii	Community participation and development					
viii	Preservation of cultural heritage					

Would you like to mention any other unique practices adopted by your organization that contributes to the promotion and development of sustainable tourism in India?

.....

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APPENDIX V

SPSS Output for Factor Analysis and Reliability Testing

(i) SPSS Output for Factor Analysis

Economic Factors (EC)- (i) Benefits to the Local Community

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.570
Bartlett's Test of Sphericity	Approx. Chi-Square	10.172
	df	3
	Sig.	.017

Communalities

	Initial	Extraction
EC Benefit to LC1	1.000	.644
EC Benefit to LC2	1.000	.471
EC Benefit to LC3	1.000	.101

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.216	40.522	40.522	1.216	40.522	40.522
2	1.031	34.367	74.888			
3	.753	25.112	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
EC Benefit to LC1	.802
EC Benefit to LC2	.686
EC Benefit to LC3	.317

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Economic Factors (EC)- (ii) Employment Opportunity

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.500
Bartlett's Test of Sphericity	Approx. Chi-Square	12.436
	df	1
	Sig.	.000

Communalities

	Initial	Extraction
EC Emp Opp1	1.000	.630
EC Emp Opp2	1.000	.630

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.260	63.006	63.006	1.260	63.006	63.006
2	.740	36.994	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
EC Emp Opp1	.794
EC Emp Opp2	.794

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Economic Factors (EC)- (iii) Sustainable Infrastructure

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.614
Bartlett's Test of Sphericity	Approx. Chi-Square	33.015
	df	3
	Sig.	.000

Communalities

	Initial	Extraction
EC Sust Infrastr1	1.000	.505
EC Sust Infrastr2	1.000	.505
EC Sust Infrastr3	1.000	.515

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.524	50.801	50.801	1.524	50.801	50.801
2	.743	24.774	75.575			
3	.733	24.425	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
EC Sust Infrastr1	.710
EC Sust Infrastr2	.710
EC Sust Infrastr3	.717

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.616
Bartlett's Test of Sphericity	Approx. Chi-Square	118.217
	df	10
	Sig.	.000

Communalities

	Initial	Extraction
EV Conserve Resorce1	1.000	1.214E-02
EV Conserve Resorce2	1.000	1.112E-02
EV Conserve Resorce3	1.000	.632
EV Conserve Resorce4	1.000	.635
EV Conserve Resorce5	1.000	.629

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.919	38.381	38.381	1.919	38.381	38.381
2	1.114	22.283	60.664			
3	.976	19.525	80.189			
4	.505	10.100	90.289			
5	.486	9.711	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
EV Conserve Resorce1	.110
EV Conserve Resorce2	.105
EV Conserve Resorce3	.795
EV Conserve Resorce4	.797
EV Conserve Resorce5	.793

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.689
Bartlett's Test of Sphericity	Approx. Chi-Square	118.219
	df	3
	Sig.	.000

Communalities

	Initial	Extraction
EV Reducng Pollution1	1.000	.668
EV Reducng Pollution2	1.000	.652
EV Reducng Pollution3	1.000	.662

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.982	66.074	66.074	1.982	66.074	66.074
2	.519	17.313	83.387			
3	.498	16.613	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
EV Reducng Pollution1	.817
EV Reducng Pollution2	.807
EV Reducng Pollution3	.814

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.490
Bartlett's Test of Sphericity	Approx. Chi-Square	12.015
	df	6
	Sig.	.062

Communalities

	Initial	Extraction
SC Comm Partpn Dev1	1.000	.477
SC Comm Partpn Dev2	1.000	.592
SC Comm Partpn Dev3	1.000	.119
SC Comm Partpn Dev4	1.000	5.295E-02

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.240	31.008	31.008	1.240	31.008	31.008
2	1.086	27.162	58.170			
3	.918	22.942	81.112			
4	.756	18.888	100.000			

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.240	31.008	31.008	1.240	31.008	31.008
2	1.086	27.162	58.170			
3	.918	22.942	81.112			
4	.756	18.888	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
SC Comm Partn Dev1	.690
SC Comm Partn Dev2	.769
SC Comm Partn Dev3	.345
SC Comm Partn Dev4	.230

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.485
Bartlett's Test of Sphericity	Approx. Chi-Square	14.585
	df	3
	Sig.	.002

Communalities

	Initial	Extraction
SC presve cutral hertge1	1.000	.641
SC presve cutral hertge2	1.000	.247
SC presve cutral hertge3	1.000	.393

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.281	42.694	42.694	1.281	42.694	42.694
2	1.000	33.349	76.043			
3	.719	23.957	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
SC presve cutral hertge1	.801
SC presve cutral hertge2	.497
SC presve cutral hertge3	-.627

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Factor Analysis

Correlation Matrix^a

a. This matrix is not positive definite.

Communalities

	Initial	Extraction
Sus Mgt practices1	1.000	.542
Sus Mgt practices2	1.000	.934
Sus Mgt practices3	1.000	.934

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.409	80.308	80.308	2.409	80.308	80.308
2	.591	19.692	100.000			
3	-2.39E-16	-7.975E-15	100.000			

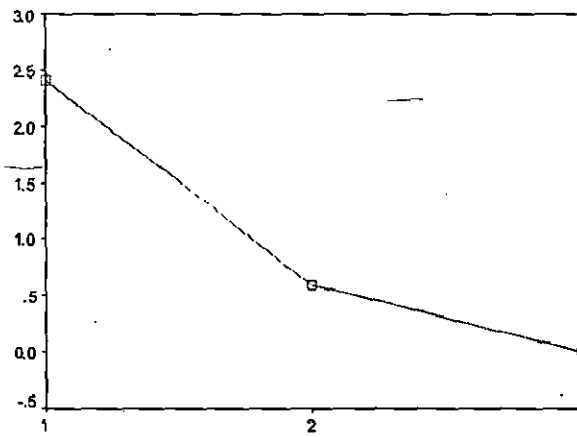
Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.409	80.308	80.308	2.409	80.308	80.308
2	.591	19.692	100.000			
3	-2.39E-16	-7.975E-15	100.000			

Extraction Method: Principal Component Analysis.

Scree Plot



Component Number

Component Matrix

	Component
	1
Sus Mgt practices1	.736
Sus Mgt practices2	.966
Sus Mgt practices3	.966

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.498
Bartlett's Test of Sphericity	Approx. Chi-Square	1.114
	df	3
	Sig.	.774

Communalities

	Initial	Extraction
Extent of STD1	1.000	.541
Extent of STD2	1.000	4.619E-04
Extent of STD3	1.000	.537

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.078	35.936	35.936	1.078	35.936	35.936
2	1.002	33.400	69.336			
3	.920	30.664	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
Extent of STD1	.735
Extent of STD2	-2.15E-02
Extent of STD3	.733

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.465
Bartlett's Test of Sphericity	Approx. Chi-Square	13.937
	df	3
	Sig.	.003

Communalities

	Initial	Extraction
Extent of STD4	1.000	.173
Extent of STD5	1.000	.662
Extent of STD6	1.000	.419

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.254	41.797	41.797	1.254	41.797	41.797
2	1.031	34.376	76.173			
3	.715	23.827	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
Extent of STD4	.416
Extent of STD5	.814
Extent of STD6	.647

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.500
Bartlett's Test of Sphericity	Approx. -Chi-Square	.484
	df	1
	Sig.	.487

Communalities

	Initial	Extraction
Extent of STD7	1.000	.526
Extent of STD8	1.000	.526

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.052	52.610	52.610	1.052	52.610	52.610
2	.948	47.390	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
Extent of STD7	.725
Extent of STD8	.725

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

(ii) Reliability of the Questionnaire (SPSS Output)

***** Method 1 (space saver) will be used for this analysis *****

RELIABILITY ANALYSIS - SCALE (ALPHA)

Reliability Coefficients

N of Cases = 180.0

N of Items = 28

Alpha = .7952

RESULTS OF RELIABILITY ANALYSIS

Reliability

Scale: ALL VARIABLES

RELIABILITY

```
/VARIABLES=SMP1 SMP2 SMP3 ECblc1 ECblc2 ECeop1 ECeop2 ECsi1 ECsi2 ECsi3  
EVcr3 EVcr4 EVcr5 EVrp1 EVrp2 EVrp3 SCcpd1 SCcpd2 SCcpch1 SCpch3 EXstp1  
EXstp2 EXstp3 EXstp4 EXstp5 EXstp6 EXstp7 EXstp8  
/SCALE('ALL-VARIABLES') ALL  
/MODEL=ALPHA.
```

Case Processing Summary

		N	%
Cases	Valid	180	97.8
	Excluded ^a	4	2.2
	Total	184	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's	
Alpha	N of Items
.795	28

RELIABILITY

```
/VARIABLES=ECblc1 ECblc2 ECeop1 ECeop2 ECsi1 ECsi2 ECsi3  
/SCALE('ALL VARIABLES') ALL  
/MODEL=ALPHA.
```

Case Processing Summary

		N	%
Cases	Valid	180	97.8
	Excluded ^a	4	2.2
	Total	184	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.670	7

RELIABILITY

```
/VARIABLES=EVcr3 EVcr4 EVcr5 EVrp1 EVrp2 EVrp3
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA.
```

Case Processing Summary

		N	%
Cases	Valid	180	97.8
	Excluded ^a	4	2.2
	Total	184	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.833	6

RELIABILITY

```
/VARIABLES=SCcpd1 SCcpd2 SCcpch1 SCpch3
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA.
```

Case Processing Summary

		N	%
Cases	Valid	180	97.8
	Excluded ^a	4	2.2
	Total	184	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.182	4

RELIABILITY

```

/VARIABLES=SMP1 SMP2 SMP3 EXstp1 EXstp2 EXstp3 EXstp4 EXstp5 EXstp6 EXstp7
EXstp8
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA.

```

Case Processing Summary

	N	%
Cases Valid	180	97.8
Excluded ^a	4	2.2
Total	184	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.464	11

RELIABILITY

```

/VARIABLES=ECb1c1 ECb1c2
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA.

```

Case Processing Summary

	N	%
Cases Valid	180	97.8
Excluded ^a	4	2.2
Total	184	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.325	2

RELIABILITY

```

/VARIABLES=ECeop1 ECeop2
/SCALE('ALL VARIABLES') ALL

```

/MODEL=ALPHA.

Case Processing Summary

		N	%
Cases	Valid	180	97.8
	Excluded ^a	4	2.2
	Total	184	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's	
Alpha	N of Items
.412	2

RELIABILITY

```
/VARIABLES=ECsi1 ECsi2 ECsi3
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA.
```

Case Processing Summary

		N	%
Cases	Valid	180	97.8
	Excluded ^a	4	2.2
	Total	184	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's	
Alpha	N of Items
.513	3

RELIABILITY

```
/VARIABLES=EVer3 EVer4 EVer5
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA.
```

Case Processing Summary

		N	%
Cases	Valid	180	97.8
	Excluded ^a	4	2.2

Total	184	100.0
-------	-----	-------

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.685	3

RELIABILITY

```

/VARIABLES=EVrp1 EVrp2 EVrp3
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA.

```

Case Processing Summary

		N	%
Cases	Valid	180	97.8
	Excluded ^a	4	2.2
	Total	184	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.741	3

RELIABILITY

```

/VARIABLES=SCcpd1 SCcpd2
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA.

```

Case Processing Summary

		N	%
Cases	Valid	180	97.8
	Excluded ^a	4	2.2
	Total	184	100.0

a. Listwise deletion based on all variables in the procedure.

APPENDIX-VI

SPSS Output for Univariate Analysis and Hypothesis Testing

(i) SPSS Output for Univariate Analysis

Frequencies

Statistics

		AVG Economic Factors	AVG Env ironmen tal Factors	AVG Socio-Cultural - Factors	AVG SUSTBL TOURISM DEV
N	Valid	180	180	180	180
	Missing	4	4	4	4
Mean		4.7596	3.6088	4.0472	4.4890
Median		4.8333	3.7500	4.0000	4.5000
Std. Deviation		.25271	.42611	.36405	.17781
Variance		.06386	.18157	.13253	.03162
Minimum		3.83	2.00	3.25	3.75
Maximum		5.00	4.00	4.75	4.75

Frequencies

Statistics

		AVEC Benefit to local community	AVEC Emp Opp	AVEC Sust Infrastrure	AVEV Reducng Pollution	AVEV Conserving resources	AVSC community participation & development	AVSC Preserving Cultural Heritage	AV Sus Mgt practices	AV Extent of STD
N	Valid	180	180	180	180	180	180	180	180	180
	Missing	4	4	4	4	4	4	4	4	4
Mean		4.6361	4.8056	4.8370	3.6481	3.5694	3.9389	4.1556	4.9259	4.0521
Median		4.5000	5.0000	5.0000	3.6667	3.5000	4.0000	4.0000	5.0000	4.0625
Std. Deviation		.40538	.31441	.26246	.44946	.48659	.49764	.43994	.22438	.19278
Variance		.16433	.09885	.06889	.20201	.23677	.24764	.19354	.05035	.03716
Minimum		3.50	4.00	4.00	2.00	2.00	3.00	3.00	4.00	3.50
Maximum		5.00	5.00	5.00	4.00	4.00	4.50	5.00	5.00	4.50

(ii) SPSS Output for Hypothesis Testing (Regression Analysis)

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	AVG Socio-Cultural Factors, AVG Economic Factors, AVG Environmental Factors ^a		Enter

a. All requested variables entered.

b. Dependent Variable: AVG SUSTBL TOURISM DEV

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.749 ^a	.560	.553	.11890

a. Predictors: (Constant), AVG Socio-Cultural Factors, AVG Economic Factors, AVG Environmental Factors

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.171	3	1.057	74.780	.000 ^a
	Residual	2.488	176	.014		
	Total	5.659	179			

a. Predictors: (Constant), AVG Socio-Cultural Factors, AVG Economic Factors, AVG Environmental Factors

b. Dependent Variable: AVG SUSTBL TOURISM DEV

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.748	.196		14.002	.000
	AVG Economic Factors	.281	.048	.400	5.891	.000
	AVG Environmental Factors	.175	.028	.420	6.184	.000
	AVG Socio-Cultural Factors	-.570E-02	.025	-.117	-2.323	.021

a. Dependent Variable: AVG SUSTBL TOURISM DEV

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	AVEC Sust Infrastructure, AVEC Emp Opp, AVEC Benefit to local community ^a		Enter

a. All requested variables entered.

b. Dependent Variable: AVG SUSTBL TOURISM DEV

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.696 ^a	.485	.476	.12872

a. Predictors: (Constant), AVEC Sust Infrastructure, AVEC Emp Opp, AVEC Benefit to local community

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.743	3	.914	55.186	.000 ^a
	Residual	2.916	176	.017		
	Total	5.659	179			

a. Predictors: (Constant), AVEC Sust Infrastructure, AVEC Emp Opp, AVEC Benefit to local community

b. Dependent Variable: AVG SUSTBL TOURISM DEV

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.979	.200		9.874	.000
	AVEC Benefit to local community	8.502E-02	.029	.194	2.970	.003
	AVEC Emp Opp	.147	.033	.261	4.505	.000
	AVEC Sust Infrastructure	.291	.045	.430	6.448	.000

a. Dependent Variable: AVG SUSTBL TOURISM DEV

Regression

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	AVEV Reducng Pollution, AVEV Conservin g resources ^a		Enter

a. All requested variables entered.

b. Dependent Variable: AVG SUSTBL TOURISM DEV

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.681 ^a	.464	.458	.13090

a. Predictors: (Constant), AVEV Reducng Pollution, AVEV Conserving resources

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.627	2	1.313	76.649	.000 ^a
	Residual	3.033	177	.017		
	Total	5.659	179			

a. Predictors: (Constant), AVEV Reducng Pollution, AVEV Conserving resources

b. Dependent Variable: AVG SUSTBL TOURISM DEV

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.456	.084		41.089	.000
	AVEV Conserving resources	.121	.027	.331	4.538	.000
	AVEV Reducing Pollution	.165	.029	.416	5.699	.000

a. Dependent Variable: AVG SUSTBL TOURISM DEV

Regression

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	AVG Socio-Cultural Factors, AVSC community participation & development		Enter

a. All requested variables entered.

b. Dependent Variable: AVG SUSTBL TOURISM DEV

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.257 ^a	.066	.056	.17279

a. Predictors: (Constant), AVG Socio-Cultural Factors, AVSC community participation & development

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.375	2	.187	6.276	.002 ^a
	Residual	5.284	177	.030		
	Total	5.659	179			

a. Predictors: (Constant), AVG Socio-Cultural Factors, AVSC community participation & development

b. Dependent Variable: AVG SUSTBL TOURISM DEV

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.495	.146		30.800	.000
	AVSC community participation & development	-.153	.044	-.429	-3.492	.001
	AVG Socio-Cultural Factors	.147	.060	.302	2.460	.015

a. Dependent Variable: AVG SUSTBL TOURISM DEV

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2. Mamhoori, A. & Nasim, S. (2013), "Sustainable Tourism Development in India: Analyzing the Role of Stakeholders", Thirteenth Global Conference of Global Institute of Flexible Systems Management, Theme: Managing Flexibility: People, Process and Technology, Organized by: Department of Management Studies, IIT Delhi, New Delhi, India.
3. Mamhoori, A. & Nasim, S. (2014), "Sustainable Tourism Development: A Comparative Study of Key Challenges in India and Iran", International Journal of Marketing & Financial Management, Vol. 2, Issue 2, Mar-Apr-2014 ISSN: 2348-3954 (Online) ISSN: 2348-XXX (Print).
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1. Mamhoori, A. (4th March, 2013), "Sustainable Tourism Development and Its impact on Employment in India" presented a Paper on seminar of Fiscal Deficit: Implications on Indian Economy, Faculty of Commerce Shri Varshaey College, Aligarh.
2. Mamhoori, A. (13th, 14th and 15th December, 2013), "Indian Unemployment and Sustainable Tourism Development: A Case Study of Crisis Management" Thirteenth Global Conference of Global Institute of Flexible Systems Management, Theme: Managing Flexibility: People, Process and Technology, Organized by: Department of Management Studies, IIT Delhi, New Delhi, India.
3. Mamhoori, A. (10th January, 2014), "Sustainable Tourism Development, Its effect on 2025 Mission of Islamic Republic of Iran", I.R. Iran, Scientific and Educational Advisory Council Indian and Subcontinent, Iran Culture House, New Delhi.
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1. Mamhoori, A. (7th December, 2013), 'Shodhgana User's Awareness Program', organized by Maulana Azad Library, A.M.U., Aligarh in Collaboration with INFLIBNET Centre, Aligarh.
2. Mamhoori, A. (1th February, 2014), 'Workshop on Academic Writing', organized by Islamic Association of Iranian Students, New Delhi India.
